



Tutorial 2

Researching Customer Insights



Getting the most out of the Tutorial

This tutorial, in electronic format, has been designed to help you to learn and then apply different aspects of research which could be useful to you in your tourism work for the Borough. It aims to build upon marketing activities that you have already undertaken and to highlight a range of tips and techniques which you can apply to the communication and marketing of your tourism offer.

The tutorial contains background information on each of the marketing topics being reviewed. The material is comprised of applied examples and cases taken from the tourism industry; supported further with academic definitions, models and concepts.

After each topic area, '**Review Points**' are given which enable you to draw insights from the material you have just read, overlaid with your own practical experience. Such information encourages you to reflect on what you already know and the additional information you might find helpful in order to fully understand the marketing disciplines.

The tutorial finally concludes with a series of recommended reading extracts which will support your further development. In addition, you will find hypertext links that enable you to navigate directly to important 'third-party' sites for further practical and/or academic information.

In managing your time with this e-learning tutorial, we recommend the following approach:

1. First, read all of the tutorial material – it is important to put all the material in context at the outset, as each section of the tutorial builds upon the previous content.
2. Whilst reading through the tutorial, we recommend that you study the 'Review Points' and begin to consider how you might take this information back into the Borough. At this first reading stage we do not suggest that you complete this thought process – rather, just begin to note down the key points that you may need to follow-up on.

As an approximate guide, to undertake stages 1 and 2 we would suggest you allow around two hours. The case study should take a further 30 minutes to read and consider its implications for your role at the Borough.

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Making use of the recommended core text reference

Each tutorial recommends a key textbook that can be read alongside the electronic tutorial. We particularly recommend that those new to the topic area should have access to the textbook and should read the extra material at your leisure to further develop your learning and education. The text will help with your understanding and appreciation of research theory, and its implications for underpinning, '*what I do*', in my daily marketing role.

The marketing research text we recommend that can be read alongside this tutorial is:

Marketing Research: An Applied Approach

Malhotra, N. and Birks, D.

2003

FT Prentice Hall

ISBN – 0273657445

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Background

Sound marketing campaigns rely on the availability of market information. This information can be drawn from internal or external sources in order to develop strategy, to decide tactics or to measure visitor satisfaction. This tutorial covers the techniques of market intelligence and customer insight that can be used to assist with the development of campaign objectives and marketing strategy.

Objectives

In this tutorial you will:

- Explore the stages of the market research process.
- Examine the sources of information and the roles of different research techniques
- Explore the importance of issues such as market segmentation and product positioning and the contribution that market research makes in identifying strategic direction
- Examine the use of the above techniques in the various areas of marketing strategy and campaign management.

By the end of the tutorial you will:

- Have an understanding of the role that market research plays in the context of marketing and marketing communications strategies and have considered what visitors are looking for in your Borough.

Study Guide:

Market research represents a valuable tool in the armoury of the marketer. However, research does not provide all of the answers. Some of you will already have some understanding of the techniques of market research; this tutorial will help you to reinforce that knowledge.

We would expect you to take around 2 hours to work through this tutorial and the suggested activities.

1. Introduction to Research

Central to the role of planning effective marketing strategies is the function of market research. In a dynamic marketplace, the gathering and assessment of market and customer information is a vital precursor to the determination of the strategy. Clearly, much information will already have been gathered at Borough level to form the basis of planning; this will have relevance in the marketing process. Importantly, however, there are a number of specific aspects of market information which will have a more direct bearing on the planning of the marketing mix. These will be covered as we go through the tutorial.

What marketing managers know about market trends, consumer segments, buyer behaviour, product performance and consumers' response to marketing campaigns is usually derived from one or more aspects of marketing research activity.

Review Point:

We mentioned in Tutorial 1 the importance we need to place on the development of an effective marketing mix strategy. It is vital that the Borough understands how the supply-based products and services are perceived by its visitors. Research information will help us to define the ideal marketing mix and ensure that we exceed our visitors' expectations. We can also use research to understand where we fit relative to our competitors and leverage the feedback to develop a stronger proposition.

Much time and effort has been expended on the development of research techniques designed to ensure that, as far as possible, the development of our offer will fit with visitors' needs and expectations.

A starting point for us is to determine the research objectives. In many instances, research objectives outlined for understanding our visitors remain imprecise and vague. Clear objectives are required which could include:

- Increasing our share of the market – what might we need to do to adapt our 'mix' characteristics?
- Developing new markets and appealing to new visitors – what do we offer, and what other audiences see benefit in such a proposition?

Setting research objectives provides us, once the data has been collected, with a mechanism to monitor these objectives in order to reduce any uncertainties that we may have had and to plan the best marketing mix for our chosen customer segments.

2. Research Defined

Many business authors stress that marketing research cannot, as is commonly supposed, provide solutions to management problems. What it can do is to reduce the amount of uncertainty and risk associated with the results of marketing decisions and to focus attention on the probable implications of alternative courses of action. Imagination, judgement and courage remain important qualities for the successful tourism decision-maker. Research is a part of competent management, but never its substitute.

From observation of the way in which tourism business is conducted, it appears to be a distinctive feature of the industry that there is considerably less reliance upon customer insight and market intelligence than in the FMCG (fast-moving consumer goods) sector. The reason for this appears to be rooted in the (mistaken) assumption that research is not required when producers and customers meet face-to-face on the producers' premises; that through such contact, managers 'know' their customers without the need for expensive and timely research.

In reality, the presence of customers in the experience is a most important marketing asset that should be fully exploited by Boroughs in their marketing planning.

2.1 Judgement or Research?

In practice it is nearly always the case that managers have to make decisions with less than adequate information. The cost of obtaining additional information has to be measured in time as well as money, and must always be relevant to the prospective gain or loss at risk in the decisions that are made.

For example, faced with a decision between two alternative designs for a brochure cover, a marketing manager for a tour operating company has an option either to exercise judgement or to commission a survey to evaluate target customers' responses to the two designs. Where millions of brochures are to be printed, a 10% more positive customer reaction to one of the designs could pay off in thousands of additional bookings. Research in this case would be justified.

By recognising that all visitors are different and have different needs and wants – even from the same product or service – it is important to research customers as individuals rather than as a homogeneous unit.

3. Market Research Process – Focusing on the Customer

In the tourism market today, destinations are increasingly using qualitative techniques to understand the insights of their visitors in more detail. Techniques based on ethnographic research are being used – particularly observation and the study of visitors as they interact with the destination and its attractions.

The tourism industry employs observation and mystery shoppers as ways of understanding how visitors interact with the product/service at different touchpoints along their journey/experience. We need to see the customer experiencing the product to be in a position to change elements of the mix; it is through such first-hand exposure that we get closer to being recipients of the product/service ourselves.

In order to ensure that we deliver a customer-focused approach, it is useful to have both qualitative and quantitative data about our visitors. Typically, it is the case that destinations have considerable statistical information available to them e.g. data on visitor numbers, spending levels, age profiles, demographics etc.

However, gaps in research often relate to the softer, insight-based information – not what a visitor does, but why they do it?

The benefits of linking both the tangible (quantitative) and intangible (qualitative) customer data is that we have a 360 degree view of what visitors look like, what they do with us and with our competitors and the characteristics of their behaviour that makes them come back to the destination.

Main Categories of Customer Research

It would be possible to draw up a list of many different research techniques. Such a list would not be helpful to the average Borough marketer, however, and an understanding of the four main categories of customer research below will be adequate for most purposes.

The categories correspond closely with the information needs that Boroughs have in order to make efficient decisions for supply-demand programmes.

The starting point for a Borough in the determination of its marketing strategy is to undertake a detailed analysis of the key strengths and weaknesses of the Borough itself, the market, the competition and the general business environment. This technique is known as a SWOT analysis (Strengths, Weaknesses, Opportunities and Threats).

3.1 The Borough

Since research is inextricably linked with marketing strategy, we need to develop a complete understanding of our Borough and its goals. It will be important to identify:

- What business are we in?
- What are the key products and services provided to our visitors?
- How do we differentiate our services from those of our competitors?

Importantly, we need to conduct some form of audit of the Borough in order to identify the particular *strengths* it possesses, its potential areas of *weakness*, the different *opportunities* that we might consider exploiting and the key *threats* that might confront us.

Any or all of these elements might have an impact on the development of customer-based marketing strategies. When undertaking such analysis, it is probably worthwhile establishing a grid on which the Boroughs strengths, weaknesses, opportunities and threats can be plotted.

Review Point:

Carry out a SWOT analysis of your Borough and the attractions that are offered.

Having completed this SWOT analysis, we can begin to examine other important dimensions of our tourism offer. It is not necessary to carry out these activities in any particular sequence, so long as by the end of the research all of the key dimensions have been fully considered.

3.2 Competitors

We might turn next to an examination of the competitive environment. Similar questions to those explored within the Borough analysis might also be addressed when considering competitive offers. Certainly it will be useful to conduct a SWOT analysis for each of the destinations with whom we compete. This might identify, for example, areas where our strengths correspond with their weaknesses – in turn suggesting a direction for our subsequent marketing and communications activity.

3.3 Marketplace

The third area to examine is that of the marketplace. In simple terms, the issues can be summarised as follows:

- Who are the visitors?
- Where do they come from?
- To what extent do we meet their needs?
- Are there any untapped opportunities that we might exploit?

Few Boroughs/tourist offices possess sufficient information to be able to conduct this analysis without seeking external input. Certainly some valuable information may be derived from desk analysis; however, it is likely that it will be necessary to conduct external market research to explore the attitudinal dimensions of our visitors. Boroughs can also tap into Visit London's growing library of research that is being conducted across the capital.

Review Point:

In driving forward a customer-focused visitor strategy, list what areas of visitor information that you already possess and those components which you do not. Comment on how this might affect your decision on what can be developed/offered within the Borough?

3.4 Business Environment

The fourth area of market intelligence is to obtain an understanding of the broader environment in which the Borough operates. In this area, there are a number of important factors that are outside our control. However, it may be possible for us to exert some form of influence.

A useful acronym as an aid to remembering these dimensions is PEST. Each of these initials represents an important dimension of the external environment.

Political factors – political influences are likely to be significant in developing the Borough's tourism marketing activity. Political factors include The Mayor of London's tourism strategy to encourage dispersal of visitors out of Central London, the attraction of a major event eg the Olympic Games etc.

Economic factors – economic elements will also affect the Borough's potential to attract visitors. Following 9/11, the tourism industry has been hit hard by recession and rising oil prices, for example. This has dampened economic performance – meaning that travellers may not have the disposable income required to pursue leisure breaks. This illustrates the fact that it is important to examine not only the broad-scale impact of economic changes, but also the effects on related areas which may experience growth as people switch their spending habits and patterns.

Social changes – there has been a series of fundamental changes in both consumer attitudes and behaviour patterns in society. It is important for tourism marketers to be aware of these factors in order to anticipate their likely impact on a destination's performance. Since most of these factors will be the direct result of observable changes, it is somewhat easier to forecast their effect. The most significant changes in social factors that relate to tourism concern age and family life cycle. Older people are travelling more than they have ever done in the past – thereby supporting the need for infrastructure development and new destinations to serve such segments. Changes in other key demographics e.g. the average number of children per

household, are also having an impact on the type of product and pricing that tourist attractions promote to their target visitors.

Technological factors – it is also important to recognise that a destination's ability to deliver products and services that perform in the manner in which consumers expect will often be related to technological factors. The role of the Internet has made tourism products more tangible – e.g. the customer can now view the destination/offer prior to arrival through the use of web-cams, pictures and visitor comments.

Review Point:

Carry out a PEST analysis to determine the factors that might result in supporting – or preventing – customer numbers visiting your destination.

It is important that we understand that these macro-forces are outside our direct control, but if we can manage their impacts then we will be in a strong position to overcome any difficulties that they may bring. We can also start to look at such forces as opportunities – if we know that there are changes coming as a result of our PEST analysis, then we can be 'first to market' in taking new initiatives forward and exploiting any threats to our advantage.

For example, a hotel chain that identifies the changing lifestyles of its customers in relation to eating habits could take an industry lead by offering its guests healthy-eating options on its menus for people who want to maintain as healthy an eating habit as if they were still at home.

4. Research Techniques commonly used in Tourism

Section 3 of this tutorial considered ways in which we can research our visitors to determine the best possible marketing mix that draws together aspects of our supply offer to ensure that it supports the demand characteristics.

There are a number of useful research techniques that can be deployed by Boroughs when trying to understand their visitor and potential visitor needs and expectations. These can be summarised as follows:

Stage	Process
A – Desk Research	<ol style="list-style-type: none"> 1. Visits, bookings, etc by type of customer/product 2. Visitor information records 3. Government publications 4. Purchase of commercial reports 5. Previous research studies
B – Qualitative Research	<ol style="list-style-type: none"> 1. Organised marketing intelligence – reports and attendance figures, etc 2. Group discussions/interviews with targeted customers (or non-users) to identify perceptions and attitudes 3. Observational studies of visitor behaviour
C – Quantitative Research	<ol style="list-style-type: none"> 1. Attitude, image, perception and awareness studies 2. Advertising and other media response studies 3. Customer satisfaction and product monitoring studies 4. Distribution studies amongst agent/operator outlets

In deciding whether to use a qualitative or quantitative approach, it is important firstly to define these terms.

- *Qualitative Research* is that form of research conducted amongst relatively small groups in order to identify subjective opinions and value statements. It uses a variety of techniques to identify underlying thoughts and beliefs and is not subject to statistical analysis.
- *Quantitative Research* uses specific techniques to enable the collection of data that can be quantified and analysed. This form of research requires large sample sizes in order to represent statistical validity in the subsequent analysis.

There are a number of areas where a qualitative approach will be favoured over a quantitative one:

- To identify potential problem areas more fully, and in greater depth
- To explore patterns of consumer behaviour, beliefs, attitudes and opinions
- To formulate research questions which can then be the subject of further (quantitative) research investigation.

Qualitative research is a methodology that facilitates the exploration of underlying or deep-rooted issues. It is also often the case that a one-to-one approach through qualitative research will enable access to customer information that would not be available in a group or questionnaire setting.

In a tourism context, the benefit of such insight is that it allows Boroughs to get into the 'hearts and minds' of the customer and to understand their perceptions of the key drivers of the product/service being offered.

As tourism marketers, we can use qualitative methods to probe problem areas in service delivery, to understand the behaviours of our visitors in more detail (so we can make changes to the mix), and to consider what might cause a customer to switch to one of our competitors (by exploring, through the research, why they are better, for example).

4.1 Using the Menu – Marketing a Destination

To help explain the possible applications of the research methodologies outlined above, we should now consider the marketing of a destination.

A – Desk Research:

A1 – A computerised record system would show visitor numbers on a weekly, monthly, yearly basis, with analysis of where people have travelled from (distance, country location, etc).

A2 – On a continuous or a sample basis, customers using an attraction at the destination could be asked to complete a short survey form establishing, for example, the incidence of repeat visits, how they heard of the destination/attraction, distance travelled, etc.

A3 – Published results of tourist organisation surveys (eg Visit London, Visit Britain etc) would throw useful light on trends for visiting destinations; nationally, internationally, by region, etc.

A4 – Several third-party research agencies (Mintel, etc) provide valuable insights into current events and trends.

A5 – Previous years' records would provide valuable benchmarks against which to view current patterns on a weekly or monthly basis, for example.

B – Qualitative Research:

B1 – There are numerous trade shows and travel workshops focusing on destination marketing. These provide opportunities to see what others in the industry are doing – especially in managing their attractions as well as the way in which they promote the destination.

B2 - The decision to renew a destinations' brochure could repay the research costs of reviewing alternative covers, contents and formats. Such research could be conducted amongst small groups of prospective clients.

B3 – It may also be possible to undertake some mystery visits to the destination and attractions to see if expectations (what the brochure tells us) are then matched by perceptions (what was delivered in reality).

C – Quantitative Research:

For items C1 to C4, the commissioning of external research will enable the Borough to get a full understanding of the destination's present situation. A number of specific areas could be explored in the quantitative research:

- *Usage* – There are a number of dimensions of usage which will be important to understand – patterns of usage and terms of frequency, time of day, destination behaviours, which products/attractions are used, etc.
- *Knowledge and Understanding* – indicate levels of awareness for our own and competitors' offer, and help in the identification of potential gaps in the marketplace.

With a quantitative methodology, it will be important to collect the information across a wide sample in order to enable a robust statistical analysis of the feedback at the conclusion of the research.

5. Strategy Determination

Market research has an important role to play in developing and monitoring marketing approaches. Before we can determine the nature of what we want to communicate to visitors, we must first identify the overall direction we want to take. Several strategies can be identified. The appropriateness of each of the strategies needs to be considered in the context of any marketing campaign:

- *Pioneer strategy* – when the Borough creates a completely new offer, and in the process establishes a new market category; the purpose of the research is to determine the appropriate message, so that we can inform potential customers of the offer's existence, and its potential usage.
- *Competitive marketing* – once a category has been established it is likely that new entrants will begin to compete. The Borough might be required to enter a phase of competitive communication – by which it seeks to differentiate its offer from the competition and to highlight those features and benefits – real or perceived – that will induce potential purchasers to select its offer over the competitors' offer.

In each of these areas of strategy determination, research techniques are available to assist the process:

Identification of customer segments:

We have already seen how market research can provide both quantitative and qualitative information on the nature of potential customer segments.

Qualitative research, such as depth interviews and group discussions, can identify similarities in consumer attitudes and beliefs which will serve to identify potential market segments; field research can then test whether or not these segments are viable in terms of the numbers of potential consumers they represent.

Identification of competitive benefits:

Qualitative research can assist in the identification of the key benefits – again both real and perceived – which the consumer expects from the product category and the brand.

Brand positioning and personality:

Segmentation analysis and perceptual mapping techniques enable the creation of a detailed picture in which the brand exists. By identifying where the destination sits in relation to its competitors, marketing campaigns can then seek to reinforce the position or to change it. Boroughs can also identify the factors that serve to differentiate the offer from its competitors that will provide it with a unique personality in the marketplace.

In determining a customer-focused marketing strategy, it is vitally important that the criteria for performance are agreed at the outset. Whether this consists of some form of pre- and post-exercise measurement, or more sophisticated tracking studies to monitor performance progressively over time, will depend largely on the scale of the exercise and budget availability.

6. Case Study – (Euro Disney) Disneyland Paris: Importance of Researching the Customer

Disney assumed that its reputation and success would transfer to Europe. The case highlights that the organisation did not take into account customer differences or the marketing environment into which Disney was moving.

Amidst high expectations, Euro Disney opened just outside Paris in April 1992. Success seemed guaranteed. After all, the Disneyland Parks in Florida, California, and most recently in Japan, were all spectacular successes. But somehow all the rosy expectations became a delusion. The opening results cast even the future survival of Euro Disney in doubt. How could what seemed so right be so wrong? What mistakes were made? And what lessons can be learned?

Optimism

Perhaps a few early omens should have raised some cautions. Between 1987 and 1991, three, 150 million dollar amusement parks had opened in France with great fanfare. All had fallen flat, and by 1991, two were in bankruptcy.

By now, the Walt Disney Company was finalising its plans to open Europe's first Disneyland early in 1992. Company executives initially predicted that 11 million Europeans would visit the attraction in the first year alone. After all, Europeans accounted for 2.7 million visits to the U.S. Disney parks and spent \$1.6 billion on Disney merchandise. Surely a park closer to home would draw many thousands more?

As Disney executives thought more about it, the forecast of 11 million seemed most conservative. Adding fuel to the optimism was the fact that Europeans typically have more vacation time than do U.S. workers. For example, five-week vacations are commonplace for French and German employees, compared with just two to three weeks for U.S. workers.

The failure of the three earlier French parks seemed to be irrelevant to Disney. Robert Fitzpatrick, Euro Disneyland's chairman, stated, *"We are spending 22 billion French francs before we open the door, while the other places spent 700 million. This means we can pay infinitely more attention to detail - to costumes, hotels, shops, trash baskets, etc. - to create a fantastic place."*

Nonetheless, a few early indicators suggested that not everyone was happy with the coming of Disney. Leftist demonstrators at Euro Disney's stock offering greeted company executive with eggs, ketchup and 'Mickey Go Home' signs. Disney had foreseen that it might encounter cultural problems.

Results

As the first 'year-end' was winding down, it became clear that revenue projections were, unbelievably, not being met. But the opening turned out to be in the middle of a severe recession in Europe. European visitors, perhaps as a consequence, were far more frugal than their American counterparts. Many packed their own lunches and shunned the Disney hotels.

Disney executives soon realised they had made major miscalculations. Whereas visitors to Florida's Disney World often stayed more than 4 days, Euro Disney – with one theme park compared to Florida's three – was proving to be a 2-day experience at best.

Other operational errors and miscalculations, most of these cultural, hurt the enterprise. A policy of serving no alcohol in the park caused consternation in a country where wine is customary for lunch and dinner. (This policy has since been reversed.)

Disney thought Monday would be a light day and Friday a heavy one and allocated staff accordingly, but the reverse was true. It found significant peaks and troughs in attendance. The number of visitors per day in the high season could be ten times the number in slack times. The need to lay-off employees during quiet periods came up against France's inflexible labour laws.

To counter such problems, Euro Disney had to become more affordable. By the beginning of 1994 this began to happen. Prices of some hotel rooms were cut - for example, at the low end, from \$76 per night to \$51. Expensive jewellery was replaced by \$10 T-shirts and \$5 crayon sets. Luxury sit-down restaurants were converted to self-service, fast food outlets. And operating costs were reduced 7 percent by streamlining operations and eliminating over 900 jobs.

Efficiency and economy became the new watchwords.

Merchandise in stores was pared from 30,000 items to 17,000, with more of the remaining goods being pure U.S. Disney products. The number of different food items offered by park services was reduced by more than 50 percent. New training programmes were designed to re-motivate the 9,000 full-time permanent employees to make them more responsive to customers and more flexible in their jobs.

Analysis

A serious economic recession that affected Europe was undoubtedly a major impediment to meeting early expectations. As noted above, it adversely affected attendance – although still not by that much – but drastically affected spending patterns.

The recession also affected real estate demand and prices, thus saddling Disney with hotels that it had hoped to sell at profitable prices to investors in order to take the strain off its hefty interest payments.

Disney also had problems in motivating and training its French employees in efficiency and customer orientation.

Did all these mistakes reflect an intractable French mindset or a deficiency on the part of Disney management? Perhaps both. But Disney management should have researched the cultural differences more thoroughly.

What can be learned?

- Beware the arrogant mindset, especially when dealing with new customer types – great successes may be short-lived!
- It is important to conduct research amongst customers first in order to understand their expectations of the offer. This will then enable the development of a proposition that matches or even exceeds these expectations accordingly.

7. Conclusion and Summary

It would be naïve to assume that market research is capable of providing all the answers. There remain too many examples of organisations that have ‘got it wrong’ to deny that research techniques alone can eliminate all the risks.

In a constantly changing environment, situations will arise in which the results obtained from research will no longer be applicable since there is an inevitable time lag between the conduct of market research and feedback of the results.

Market research must therefore be regarded as an instrument of marketing development. It will never provide all the answers to all the questions.

A number of research techniques are particularly appropriate within the tourism sector. These are outlined below:

- *Group discussions* – groups of up to 10-12 people can be organised to provide qualitative information about underlying attitudes. Focus groups can be conducted with diverse groups within the target market to identify differing attitudes currently held – for example, the groups might include separate discussions with users and non-users, for example.
- *Depth interviews* – a similar outcome can be achieved by interviewing individuals on a one-to-one basis. This approach is commonly used in situations when it might prove challenging to obtain feedback within a larger group for reasons of confidentiality or professionalism, for example.
- *Projective techniques* – where the researcher wishes to gain a deeper insight into the mind of the potential consumer, or where words alone may not be sufficient to elicit a response, a range of projective materials can be introduced e.g. storyboards or pictures, based upon which the researcher can assess respondents’ views.
- *Concept testing* – following the development of specific marketing messages, the agreed concepts can be tested amongst targeted groups or individuals in order to assess the concept that had most appeal to respondents.
- *Observation* – various techniques of observation can be employed to assess the extent to which the potential consumer is ‘engaged’ by the campaign.
- *Tracking studies* – these are on-going research methodologies in which specific strategies and campaigns can be monitored. The purpose of tracking studies is to identify changes in consumer behaviour over time and to enable a comparison to be made of both ‘ours’ and ‘the competitors’ brands in a ‘real-world’ environment.

Summary

In this unit we have seen that:

- The key to the development of an effective and fully integrated customer-focused marketing strategy is the adoption of a systematic process of research and analysis
- In order to identify appropriate campaign positions, it is vitally important to have a comprehensive understanding of visitor dynamics
- It is also essential to develop an overview of the broader environment in which the offer is delivered – and of the factors which are likely to affect its development
- The implementation of market research is vital to direct marketing strategy and campaign development
- Within the tourism sector, there are a range of market research techniques that can be deployed to provide marketers with the customer insight and intelligence they require.

8. Extending Knowledge

To gain a fuller grasp of the research concepts, it is recommended that you refer to

Book References:

- Marketing Research:
Chisnall, P. (2004), Higher Education; ISBN 0070841551
- The Marketing Research Process:
Wright, L. and Crimp, M. (2000), Prentice Hall; ISBN 0130117536
- Marketing Research for Managers:
Crouch, S. and Housden, M. (2003), Butterworth; ISBN 0750654538

Web Sites:

- Market Research Society – www.marketresearch.org.uk (the world's largest professional association representing providers and users of market research and business intelligence)
- Yale Centre for Customer Insights – www.cci.som.yale.edu (links to articles and information on understanding customer needs, preferences, perspectives, and life styles)
- McKinsey and Company – Marketing and Sales Practice www.mckinsey.com/practices/marketing/servicelines/customerinsights.asp (Understanding how to translate market knowledge into profitable business solutions).