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BBA IN HOTEL AND TOURISM OPERATION
EXAMINATION: NOVEMBER 2023
FOURTH SEMESTER
Subject : - Case Studies in Tourism (TS-514515)

Date: 25/11/2023　　　　　**Total Marks: 60**　　　　　**Time: 10.00 am to 12.30 pm**

1. All questions are compulsory.

Q1. Read the following case study and answer the following questions.

A group of fourteen (14) consisting of travel agents and tour operators from England went on a familiarization trip (FAM trip) to Mauritius. Since the purpose of the FAM trip is to encourage the tour operators to sell Mauritius as an option in their country, it was important that the fourteen tourists (participants) "sample the product". So they went to some of the local sights. One of the sights chosen was the Botanical Gardens at Pamplemousses, in the south of the country. An on-site tour guide was to meet the bus at the venue.

On arrival at the sight, the tourists disembarked from the tour bus. The tour guide approached the bus with a cigarette hanging from his mouth. Without a proper greeting, he launched into his commentary of the Botanical Gardens in his native tongue of Creole. When walking through the area, there were deer and a turtle farm, but the tour guide sped along without allowing the tourists' time to take photographs. At a stop, one of the tourists asked a question and the tour guide replied that he did not know the answer and it was not a relevant question anyway.

On returning to London, the travel agents and tour operators refused to sell the package tour to Mauritius that included a visit to the Botanical Gardens. The representative from the Mauritian Tourism Promotion Authority that organized the FAM trip wondered why this was a frequent occurrence with all the tour operators on that trip. Hence a follow-up call was made to the travel agents and tour operators on the trip. All the comments centered on the tour guide and his performance.

Questions:

1. What are three (3) things that the tour operators might have said about the tour guide in their feed back? **(05 Marks)**

2. In about one hundred (100) words, write how you would correct the errors of the tour guide who

guided the FAM trip in the Botanical Gardens. **(10 Marks)**

Q2. Read the following case study and answer the following questions

Incredible India started off as a marketing campaign in 2002 by the Government of India to boost tourism in the country and project India as a credible tourist destination. The incredible diversity that exists in India, be it the people and their customs or the topography, lends itself perfectly to the slogan 'Incredible India'. But if only a marketing campaign could bring tourists to a country, then, all countries would invest heavily in marketing, rather than making the country tourist friendly.

Incredible India

The biggest advantage that India has from the perspective of tourism is its diversity. Very few countries in the world have this eclectic fusion of the traditional and the modern, the historical and the contemporary, the mountains and the seas, the deserts and the forests, and the different religions and communities. Yet, India received only 2.4 million (approx.) foreign tourists in 2001. By contrast, Switzerland received close to six million tourists and Spain more than 13 million. To check this gross imbalance and exploit the

untapped potential of India as a destination for international tourists, the Government launched the 'Incredible India' campaign and formulated the National Tourism Policy in 2002.

THE CHALLENGE

The Incredible India campaign was launched by Ministry of Tourism to promote India as a world-class tourist destination.

Incredible India was facing numerous challenges including:
• Competing with other campaigns for the attention of their key audience
• Struggling to reach premium and affluent travelers across APAC and EMEA
• Identifying and communicating a distinct side of India that general audiences would not know about already. The client wanted to inspire and educate audiences that India has something to offer everyone based on pre-defined audience clusters:
• Off the beaten track travelers seeking unique experiences;
• Culture and heritage enthusiasts; and
• Foodie enthusiasts

Incredible India- the campaign

The campaign marked the first concerted effort by the Government of India to tap into the vast tourism potential of the country in an organized manner. Launched in 2002, the government hired professionals and engaged the services of Ogilvy & Mather (India) to formulate an integrated communication strategy aimed at promoting India as the preferred destination for the international traveler. The campaign highlighted various facets of Indian culture and history such as yoga, spirituality, festivals, and monuments such as the Taj Mahal and so on.

Impact of the campaign

The campaign proved to be successful, leading to a 16% increase in tourist traffic in its first year. The arrival of foreign tourists to India increased from 2.38 million in 2002 to 7.7 million in 2014. Yet, the campaign did not show the desired result as by the end of 2007, India's share in the tourism was a mere 0.52%. China, on the other hand, became the fourth most visited country as of 2015, with 56.9 million international tourists flocking the country. Things are, however, changing. In 2016, the number of Foreign Tourist Arrivals in India stood at 8.80 million, registering a 9.7% annual growth rate over last year. India accounts for 1.18% of International tourist Arrivals in the world and ranks 25th in the world.

Stumbling Blocks

The success of any advertising campaign lies in the effectiveness of the brand, in this case, the brand is India itself. Any strategy to promote the country will only be successful if the country provides what the international visitors seek, namely a safe and unique experience without much hassle. Another aspect that the government needs to work on is developing infrastructure to meet the demands of growing tourism. Tourism could contribute significantly to the country's GDP and create millions of jobs, if the government gets its act together. India has everything that the tourists would love to experience. The government only needs to ensure safety, build decent infrastructure, remove bottlenecks and provide a hassle free experience, so that the tourists carry a good impression of India in their hearts.

Move in the right direction

Though a lot needs to be done on the ground level to make India tourist friendly, the government is moving in the right direction by recognizing the limitless potential of tourism in the first place. The Ministry of Tourism has launched the 'Incredible 2.0 Campaign' during the year 2017-18 to promote various destinations and areas such as spiritual, medical, and wellness tourism, with a budget of $46 million.

For Incredible India to be credible the country needs to change the on-ground perception of tourists and improve its infrastructure, only then can it mount a successful advertising campaign.

Question for discussion:

1. What were the reasons Government of India decided to launch "Incredible India Campaign"?

(05 Marks)

2. Discuss the obstacles in implementing the ".Incredible India Campaign"? **(05 Marks)**

3. What are the unique tourism products that can be offered under Incredible India campaign

(05 Marks)

4. What were various slogans developed under the Campaign? **(05 Marks)**

Q.3 Read the following case study and answer the following questions.

 Jumeirah Hotels and Resorts is a world-renowned luxury hotel company operating 24 properties in eight countries, including its flagship hotel Burj Al Arab Jumeirah in Dubai.

Awadh's role at Jumeirah Group is to lead the development of data-driven customer marketing programs and overall CRM strategy. He's also responsible for reducing customer attrition and increasing customer lifetime value.

Awadh identified four key element of Jumeirah Group's CRM Strategy:

1. Data

• Data entry standards

• Data stewardships

• Data quality audit

He stressed the importance of accurate data entry and unified standards across systems within the hotel. "Two of the challenges hotel marketers face are 1) data accuracy and;2) the need for data to be meaningful," he said. "It's everyone's responsibility to ensure that the information we hold is accurate. This warrants a dedicated team that includes a data steward whose responsibility is to ensure that the data entered is correct. If it's not correct,it should be corrected in a timely manner."

2. Insights

• Have a clear objective on what needs to be achieved

• Advanced analytics unfolds insights far greater than reports

• Connect all sources of customer information for better results

"In order to gather insights, there needs to be clear objectives on what needs to be achieved and the questions the data needs to answer," Awadh said. Reporting systems must be in place to measure data quality and should be communicated on a daily basis.

An example would be to characterize a customer database into actionable and multiple segments. "This is more than just segmenting customers by demographics, average spend or purpose of travel," he said. "It requires advanced analytics and building models for the purpose of answering business questions that you would probably never be able to see by looking at the data or the reports." The more sources of customer data connected for the analysis, the better the insights.

3. Commercial activities

• Relevant and personalized content

• Shift from hotel need period offers to ones created based on customer insights

"At Jumeirah Group, we place the customer at the center of all we do and understand that mass marketing doesn't sit well with our ethos," Awadh said. "So, we make sure that our marketing, whether it is through

email or social, is in context, relevant and personalized based on the information the guest has shared with us and the insights derived.

"We use the insights to create offers or packages by customer segment," he continued."There needs to be a shift from offers created based on hotel need periods to offers created based on customer needs or the propensity of take-up. This requires change management as it involves several departments to buy in to the importance of data in decision making."

4. Measuring success

• Start with something that can easily be measured

• Track all activities to enhance customer experience or revenue uplift

When it comes to measuring success, Awadh advises starting with something that canbe easily measured rather than jumping into complex measurements like customerlifetime value.

"To begin with, there are basic measurements that are very useful to gauge your commercial activities," he explained. "This may include email open rates, click-through rates and unsubscribed rates. These metrics provide an indication if your offerings and content are relevant to the segments you are trying to reach."

For measuring and enhancing the customer experience, metrics may include Net Promoter Score™ and Customer Satisfaction Index. Other important measurements include revenue uplift and average length of stay for determining if commercial activities generate positive results, he said.

Awadh also stressed that clean data and processes are key to the success of any CRM strategy. "You can't have an amazing platform with clean data but no processes put in place—and vice versa," he said.

Leveraging data in marketing activities

Awadh also discussed three areas of marketing whereJumeirah Group utilizes data:

1. Package ideation

• What should be the minimum length of stay?

• Which hotels should participate?

• Which room categories should be included?

• Any added value to be included?

"When offers are created based on customer insights, questions need to be asked such as what should be the minimum length of stay, which hotels within the group should participate and what room categories should be included," Awadh said."Alternatively, should there be any added value to the package or not?

"The answers will be found in the insights and that should dictate your offer creation, especially if your targets are one or more customer segments defined through advanced analytics with email marketing."

2. Email marketing

• Audience building

• Personalized content

• Timely manner

• Any added value to be included?

Awadh also discussed the importance of choosing the right customer to receive email communications. "The content the customer receives should be relevant and personalized to a degree," he said. "This is more than just addressing them by name or writing content in their language. The images we use, for example, should complement the email copy as well as resonate with the customer."

As an example, if the customer tends to stay in resorts with their family and always chooses a two-bedroom suite, the image and copy should feature these elements. "What we're trying to do is to make it easier for the customer to make a decision by increasing the customer perceived value and reducing the total customer costs," Awadh explained.

"Timing is also key," he added. "Apart from top-of-mind marketing communications, all communications should be at the stage where the customer is researching."

3. Social marketing

• Same messaging as other marketing channels

With today's technology, it's easier to connect with customers through their preferred social channels, Awadh said. "Customers are more than happy to share their social handles if they see they're getting either value or convenience from the brands.

"It is very easy to silo this channel from your other activities which would result in having the customer seeing different messages. So, we need to be very careful about how we push our messages through different channels."

An example of a data-driven campaign

As an example of a successful campaign at Jumeirah Group, Awadh and his team used data to identify an opportunity with weekend customers who typically stayed only one or two nights. "We had our different teams come together to create an offer that would be meaningful to this segment but would also drive incremental revenue," he said.

"We decided to create a three-day package during the weekend that would resonate with this customer group. Emails were sent out based on their historical bookings to ensure that the timing was relevant and the customer would be receptive to the offer. So, this was not mass marketing; it was very targeted, even within that segment itself."

The results? Increased average email open rates for this segment from the mid-twenties to the mid-forties percentage. Average stay increased from 1.6 to 3.1 nights, and the average spend per stay almost doubled.

"We achieved this by gaining insights from advanced analytics, making sure that the content was in context with the segment, and working as a team across different departments to look at solutions and drive more business," Awadh said. "But also, by making it easier for the customer to make the decision because everything was relevant and in context to them."

Q.1. How did the hotel leveraged the data in the marketing activities?   **(10 Marks)**

Q.2. How was the campaign made relevant for the customers?   **(5 Marks)**

Q.3. What were the key elements in CRM strategy?   **(10 Marks)**

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