



Thesis Report

Luisa Lütkemeyer

Thesis Report C (T.37179)

– Quick Retake –

*An adjusted promotional plan for Hotels & More
matching the requirements and buying behavior of
the French B2B market*

Harrow, London, June 2018

Luisa Lütkemeyer (360506)
Saxion Hospitality Business School
Thesis Semester 2017/2018
First examiner: Marion Holtkamp
Second examiner: Jos Poth
Company supervisor: Vera Lett
Company: Hotels & More
66–68 College Road
HA1 1BE Harrow
United Kingdom

Declaration of own work statement

I hereby declare that:

- I am fully informed about the Thesis C assessment criteria;
- all the work I have conducted to fulfill these criteria is entirely my own;
- I have not been assisted by any other person, except the coaching offered within HBS guidelines.

Name: Luisa Lütkemeyer

Date: 17.06.2018

Signature:



Preface

Being part of the Marketing Team at Hotels & More during the project helped me gain a lot of deep and interesting insight into the operations within the company and the field in general. I was able to use my own knowledge as background information as well as information available on spot. The project is relevant for Hotels & More, but also gave me a lot of insight into the importance of targeted marketing. Marion Holtkamp and Vera Lett provided support and were willing to give input at all times which not only improved my work, but also made me reflect and learn about my weak points in general. Their constant support made me feel comfortable throughout the entire semester whereas I also learned to work on a 'real' project independently. All interviewees and clients who were willing to share their valuable views and opinions on the topic contributed highly to the project. Hotels & More offering me the office facilities for writing the project was another benefit. It was easy to retrieve information on spot, communicate and make use of advanced IT facilities.

Luisa Lütkemeyer

Harrow, June 2018

Table of content

1. Introduction	7
1.1 The client	7
1.2 Reason for the project	7
1.3 The Management Problem	9
1.4 Objectives of the advice and Management question	9
1.5 Description and explanation of the information	9
1.6 Reading guide	10
2. Research.....	11
2.1 Theoretical framework	11
2.1.2 Literature review.....	12
2.2 Research method	18
2.2.1 Research strategy, data collection method & sampling plan	18
2.3 Research.....	21
2.3.1 Discussion of qualitative results	21
2.3.2 Discussion of quantitative results	24
2.3.3 Conclusion.....	27
2.3.4 Discussion of validity and reliability	31
3. Advisory part.....	33
3.1 Evaluation of solutions	33
3.2 Implementation	39
3.3 Conclusion	43
4. Afterword	45
4.1 Day to day practice reflection	45
4.2 Value for the industry	45
5. Reference list	47

6. Appendix.....	49
6.1 VisitBritain statistics	49
6.2 AAOCC application.....	49
6.3 Operationalisation.....	50
6.3.1 Promotion Mix	50
6.3.2 Buying behavior and buying process	51
6.3.3 Decision making process and customer journey	51
6.3.4. Customer Journey by J. Rajeck (2017)	52
6.3.5 Product life cycle	52
6.3.6 Tour Partner Group Illustration	53
6.4 Element characteristics	54
6.6 Interview guide	54
6.7 Interviews	57
6.7.1 Marie Laure Devigne	57
6.7.2 Vera Lett	73
6.7.3 Melody Fournelle	78
6.7.4 Marie Belanger	87
6.7.5 Anais Pogorzelski	92
6.8 Code tree.....	100
6.9 Survey.....	105
6.9.1 English	105
6.9.2 French	110
6.10 Survey analysis.....	116

1. Introduction

1.1 The client

Hotels and More Ltd. is a B2B inbound tour operator for Great Britain and Ireland, located in Harrow, Greater London. The company was founded in 1996 and employs approximately 100 multi-lingual staff organizing tailor-made travel products for different source markets. The main source market is Germany (80%), followed by France (9%), Italy, the Netherlands and Scandinavia.

The annual revenue of the financial year 2017 amounted to 34,650,000 GBP and the target for the financial year 2018 is 39,200,000 GBP. The company's vision is to become the leading and preferred inbound tour operator for Great Britain and Ireland (CEO Paul Maine, September 2017). As for the mission, Hotels and More offers "a one-stop-shop travel solution for coach tour operators, package tour operators, travel agents and direct sellers" (Hotels and More, 2017).

The company's strategy is based on cooperation, stable relationships and partnerships in the travel industry. Hotels & More works with 700 travel companies (e.g. travel agencies and tour operators, herein referred to as clients) and over 2.300 suppliers and aims to expand and establish relationships with additional travel companies and governmental bodies. The goal of offering high quality tailor-made services is aimed to be reached through working hand in hand with partners (CEO Paul Maine, 2017).

An important aspect to consider for this project is the recent establishment of the holding company Tour Partner Group (TPG) which Hotels & More and three other travel companies are part of. The four destination management companies are sharing one source market – France – and have over 60 source markets in total. The goal of TPG overall is to expand the company's portfolio and use sales synergies across all source markets in order to become increasingly profitable through mutual support. This establishment is in line with Hotels & More's strategy of building stable relationships and working closely together with partner companies to become more successful, also cross-country.

Hotels & More's current activities

For this project, as it will be elaborated afterwards, it is important to understand the basic promotional activities undertaken by Hotels & More. This knowledge is necessary in order to compare and give advice eventually. The current promotion tools used by the company will be found out during the first part of the research (qualitative) to get as much insight as possible. As mentioned before, promotion is done for all markets in a similar manner, therefore the interviews will give details about what exactly is done for the French market and how this differs or should differ. The outcome is necessary to keep in mind in order to implement a revised plan.

1.2 Reason for the project

This specific project addresses the Marketing and Sales department of Hotels & More with regards to the French source market. Hotels & More is currently offering similar products to all source markets. Marketing and promotion of products is done for all source markets nearly in the same way. This project focuses on promotion only, thus current products remain similar and the focus is on the way they are promoted, thus market penetration plays an important role.

Besides the forecast of increased inbound travelers to the UK overall (increase of 4,4% expected in 2018, VisitBritain, 2016), Hotels & More sees a significant opportunity to target the French market

more since the UK is the third most popular destination for French people in 2016 as retrieved from M. Devigne (personal communication, 2017), who is the French Sales Team Manager. According to her, France was the most important inbound source market for the UK volume and the 3rd for spend in 2016. Forecasts suggest there is great potential for growth in the number of visits to Britain in most years during the next decade. VisitBritain (2017) indicates as well that the French market was number one market in number of visits in 2016 with a number of 4.1 Mio. visits in total indicating an average year on year growth of 2% since 2003. France has been ranked number one market in visits since 2008 but is not top of the table with regards to spend and nights in the United Kingdom. This gives an indication that the products and services they buy vary from other markets. Especially in comparison to the USA and Germany who are ranked higher in spend and number of night stays.

These findings motivate Hotels & More to find out how to address the French market and apply the most fitted promotional strategy in order to achieve better market reach and increase sales through adjusted communication. At the moment, the company is addressing all source markets at once, without a specific promotional plan targeted to each. This creates the opportunity for market penetration by means of a promotion plan applied to the French market.

As mentioned by Commercial Director Vera Lett (personal communication, 2017), the company has only recently started to produce brochures, the website and other marketing tools for the French market – however, the promotion is standardized for all source markets which does not make it as effective as it could be. In order to increase effectiveness, there is a need to evaluate and approach each source market differently. This can also have the positive effect of increased cost-effectiveness as money is not “wasted” on useless promotion. The French market is Hotels & More’s second biggest source market (9%) and is considered a market with the ability to grow much more when looking at recent developments. Vera Lett states that the goal is to increase market share to 25% by the end of 2019.

Moreover, as mentioned above, Hotels & More has recently become a member of the newly founded Holding company Tour Partner Group (TPG). One of Hotels & More’s sister companies – Irish Welcome Tours (IWT) located in Dublin – serves the French market as their biggest source market, but mainly to Ireland rather than the UK. This brings the opportunity for Hotels & More to learn from IWT’s approach and apply it to potential French customers coming to the UK. In the future, TPG aims to build expert hubs, i.e. Hotels & More as experts for the UK and IWT for Ireland, with offices in the destinations. This uniform approach and the division between French customers for IWT and Hotels & More benefits the company since they can solely focus on the specific target group and approach them in the most efficient way. Figure 1 in appendix 6.3.6 gives a clear overview of the relation within TPG.

The purpose of this project is to find out what Hotels & More needs to do in terms of promotion and communication to match the French market’s needs. This project will give advice on how to promote products in a more effective targeted way – which will allow Hotels & More to increase sales and develop stronger partnerships in the French speaking markets. Moreover, according to Vera Lett (personal communication, 2018), this approach could potentially be a lead example for other source market strategies. It can give useful insight into approaching a single market and the separate elements of the advice could be a suitable starting point for other markets. A positive side effect is the synergy with all sister companies as all are contributing to TPG’s overall results. Contracting Director Simon Roper (personal communication, 2018) pointed out that synergizing buying power is the most effective strategy to become successful. Not only is it in Hotels & More’s interest to improve the

situation, but also in TPG's as a whole. French business partners (clients) benefit from increased bookings from their end-customers.

1.3 The Management Problem

The Management problem of Hotels & More is that no individual promotional plan is applied to the French market. This can be seen as a challenge rather than a problem: even though it does not keep the business from being profitable, the challenge is to make it increasingly profitable. Using the same approach for all source markets, despite different requirements and needs, is the key issue. Market research (also with regards to products) has partly been done by M. Devigne, however the approach to the French market has not been adjusted. Hence the problem for Hotels & More is that there is no appropriate market penetration taking place as the focus for marketing lies on all markets in the same way. The business has the need to amend the promotional strategy in order to exploit its full potential. As indicated by M. Devigne (2017), the way offers are sent to clients has not been adjusted to what they want to receive; "offers are not attractive enough". Another suitable example for lacking adjustments to the French market can be found in creating newsletters which do not have the right frequency and content for the French. Lacking knowledge about this market, which reduces sales as a consequence, is connected to this.

As a summary it can be said that the Management challenge of this project is the *non-existent match between promotional activities and the French market's needs and expectations*. Hence the concrete product that will be produced within the advisory part is a promotion plan adapted to the French market.

1.4 Objectives of the advice and Management question

The objective of the advice is to establish a revised promotional plan in order to adjust and target French clients, increase sales and build long-term corporations as mentioned in the vision. This will be done through insight gained into the requirements and needs of the French market.

The Management question that will be answered in the advisory part of this project is as follows:

How can Hotels & More adjust their promotional plan in order to match the requirements and buying behavior of the French B2B market?

The relevant concepts of the management question are the *promotional plan/promotion mix* and the *requirements of the French market*. Hence this is also what the advice will result in. The theory is important to understand as a context and to base the advice upon. Deep insights into the concept of the French market needs to be gathered throughout the field research in order to be able to give advised tailored to the specific market.

1.5 Description and explanation of the information

In order to formulate the advice, information about the core concepts is needed.

Firstly, relevant models and theories need to be analyzed in the theoretical framework to have basic context. The student unravels important models and understands the theory behind what will be created and give valid advice in form of a promotional plan.

Secondly, the needs and behavior of the French businesses and partners Hotels & More works with is needed which will be found out during the field research. It needs to be identified what stimulates and attracts them with regards to promotion since this is the core concept. Hence the main source to

retrieve the information is the market itself. Another source of information can be the governmental organization of VisitBritian due to their knowledge about French travel behavior.

Moreover, activities currently undertaken by Hotels & More are used as a basis (desk information) to create the interview guide. It is important to have access to current activities undertaken by Hotels & More in order to find out what needs to be improved and revised. This information is retrieved internally in form of interviews as well as own knowledge provided by the student.

As a summary, the concept of promotional plan will be unraveled in the theoretical framework, whereas the requirements of the French market will be researched during field research.

The research objective is to gain deep insight into the needs and requirements of the French B2B market with regards to promotional activities in order to implement this knowledge into a revised promotional plan.

The resulting research questions that are going to be answered can be named as follows:

1. What are the requirements of the French market regarding promotion?
 - 1.1 How do French travel companies want to communicate?
 - 1.1.1 What is their most important communication channel?
 - 1.1.2 How important is direct marketing and personal selling?
 - 1.1.3 What is their preferred contact frequency with Hotels & More?
 - 1.1.4 How important is attendance at trade shows to them?
 - 1.2 What are French travel companies attracted to?
 - 1.2.1 What advertising is important to them?
 - 1.2.2 How frequent should promotion be?
 - 1.2.3 How important are sales promotions?
 - 1.2.4 What role does destination knowledge play?
 - 1.3 What is the buying behavior of the French market?
 - 1.3.1 When do they book?
 - 1.3.2 What are preferred products and services they buy?
 - 1.3.3 What are influence factors?
2. What is the current situation at Hotels & More in terms of promotion for the French market?
 - 2.1 What is done regarding the components of the promotional mix and what is relevant for the French?
 - 2.2 What are typical buying and culture characteristics of the French?
 - 2.3 What are current bottlenecks with regards to promotion and communication?

The first and main research question was established to get an insight into the needs and behavior of the French B2B source market. The sub-questions will be answered to look specifically into the communication, preferences, relations and buying behavior of the market. As shortly mentioned before, it is necessary to understand fully what the company is doing at the moment and what they think needs change. The outcome of research question 2 will then serve as the basis for the surveys handed out to clients to answer research question 1 more detailed.

1.6 Reading guide

After the introduction to this project, the next step is the main part of the project: the research. This section includes the theoretical framework with a detailed literature review in order to create a basis

for the research and understanding the concept and relevant literature. The framework will be used to establish the survey and interviews based on the operationalization. Afterwards, the research methods used will be explained and justified. After the actual research – consisting of two parts – has taken place, the student will discuss the results, draw conclusions and reflect on the validity and reliability. The third part of the project is the advisory part; alternative solutions will be discussed and the student will reason her choice of option based on chosen criteria. After this, the implementation of the advice will be outlined before summarizing the outcome. The final part of the report will be the afterword which consists of a reflection of the day-to-day practice as well as the value of the thesis for the industry in general.

2. Research

The objective of the research section of this report is *“to gain deep insight into the needs and requirements of the French B2B market with regards to promotional activities in order to implement this knowledge into a revised promotional plan”*.

Research question 2 will take place in form of interviews and the outcome will be used as the basis for the surveys where the research question *“What are the requirements of the French market regarding promotion?”* should be answered. This being the main research question, sub-questions with regards to communication, relations, content preferences and buying behavior were established. These questions will be answered to meet the above mentioned objective. This second chapter of the report consists of the theoretical framework, an explanation of the research methods used, discussion of the results, conclusion and reflection of validity and reliability.

2.1 Theoretical framework

2.1.1 Search method

The following framework has been done to unravel and analyze the core concepts. The search engines used were Google, Google Scholar and Google Books. Resulting from the Management question *“How can Hotels & More adjust their promotional plan in order to match the requirements and buying behavior of the French B2B market”*, certain search terms were used to unravel the relevant concepts. The student used academic sources (books, case studies, journals) and a criteria for all information gathered was the language being English. The student based a lot of choices on relevant titles and the abstract/sub-header text which needed to be relevant. It was important to check whether the article or publication seems legit and appropriate for the research, e.g. if an author is named, date stated or the topic was discussable.

To ensure reliable framework results, the AAOCC criteria were applied. The model evaluates web articles with regards to **authority** (who is the author, is he/she qualified?), **accuracy** (is the information verifiable, specific and correctly written?), **objectivity** (is the information objective or does the author have an agenda?), **currency** (is the information up-to-date/still relevant?), and **coverage** (does the information cover the exact topic?). An example of applied AAOCC evaluation can be found in the appendix 6.2.

The research started off with searching for the term ‘promotion’ (highest number of hits) and was then broadened to ‘promotional plan’ as this was directly suggested by the search engine. During the research, the student found out that often the term was named ‘promotion plan’ which was then also searched for. Different sources name the concepts differently which was found out through

suggestions of similar articles as references. These follow-up searches also lead to searching 'promotion mix' as this is the core of a promotional plan. This snowball method created the opportunity to find out more relevant information on the concept. Afterwards, as visible in the above advisory question, buying behavior plays an important role as well. Therefore, the student used the search term 'business buying behavior'. One article largely based it on a certain process, so the term 'business buying process' was searched as well. Another example of the snowball method in this case is that the article included decision-making as well, so the student also used the expression 'decision-making process' in the literature research. During the search process, the student came across other useful sources such as appendix 6.3.4 which seemed relevant for the research as well. As referred to in many articles, the 'product life cycle' is very much relevant to this theory, therefore it was also searched for and unraveled. It became obvious that this model is not directly related to the core concept but gives important context to the promotion of a company.

2.1.2 Literature review

The literature review is executed to elaborate on the core concepts named above. The following sources were used:

- Kotler, P. (2008). *Principles of Marketing: Fifth European Edition*
- Mullin, R. (2010). *Sales Promotion: 5th Edition*
- C. W. Lamb & J. F. Hair (2010). *Essentials of Marketing*
- McDaniel, Lamb & Hair (2012). *Marketing Essentials (7th edition)*
- W. R. Al-Jeshi, H. Al Ghamdi, H. Mira & I. Abdulqader (2012). *Principles of Marketing*
- QuickMBA (2010). *The Product Life Cycle*
- Jim Riley (n.d.). *Marketing & Buyer Behaviour – the Decision-Making Process*
- Rajeck, J. (2017). *The five key steps towards understanding the customer journey (and where most marketers are stuck)*
- Işoraitè, M. (2016). *Marketing Mix Theoretical Aspects*
- B. S. Pour, K. Nazari & M. Emami (2012). *The effect of Marketing Mix in attracting customers: Case Study of Saderat Bank in Kermanshah Province*
- F. E. Webster & Y. Wind (1972). *The Journal of Marketing*

Promotion

Lamb and Hair (2010) state that the goal of promotion is to inform, persuade and remind customers in order to increase or retain demand for a certain product. The authors stress that the exact of those three purposes depends on the stage in the product life cycle which will be illustrated later on.

Promotion should inform "during the early stages of the product life cycle", persuade in the growth stage and remind when the product finds itself in the maturity stage. Kotler (2008) states that "Promotion is not a single tool, but rather, a mix of several tools" (p. 424).

As mentioned by Mullin (2010), these tools are advertising, publicity (PR), direct marketing and sales promotion.

1. Advertising means "paid-for space" (Mullin, 2010) in print or online. Lamb and Hair (2010) describe advertising as "impersonal, one-way mass communication paid for by the source".

The authors state that there is only little feedback from customers, a one-way direction of message flow, a high speed in reaching a large audience and not much message flexibility.

2. Public relations are connected to the image of a firm “carried by third parties” (Mullin, 2010). Mullin states that in case celebrities are involved in presenting the product or service, the positive effect can be very powerful. This tool is also impersonal, little feedback can be given and the message flow is one way.
3. As for direct marketing, it is important to stress that personal selling is part of direct marketing. This tool of the promotion mix consists of ways of promoting where customers can respond or react directly. Examples as mentioned by Mullin (2010) are personal presentations, direct calling or emailing from both sides, personal selling at exhibitions, merchandising and the new media. According to Lamb and Hair (2010), “the seller tries to initiate a purchase by informing and persuading (...)”. As an opposite to the other three tools, personal selling is a two-way message flow, a large amount of feedback can be given, it is tailored and the only face-to-face tool.
4. Closely connected to the reason of direct marketing as mentioned by Lamb and Hair, sales promotion “is the process of persuading a potential customer to buy the product (...) to boost sales – it is rarely suitable as a method of building long-term customer loyalty” (Jim Riley, n.d.). Sales promotions are incentives and special offers limited to a certain period of time and are used to stimulate immediate demand (Lamb & Hair, 2010). According to the authors, this tool is impersonal, little to moderate feedback can be given and it is the only rather short-term tool to be used.

A clear overview over the characteristics of the elements according to Lamb and Hair as elaborated above can be found in the appendix 6.4. The promotional mix is often referred to as “integrated marketing” (Mullin, 2010) because a balance is needed; hence a company needs to find out how to integrate the different tools of the promotion mix at once and what suits their services and products best. Lamb and Hair (2010) define “Integrated Marketing Communications (IMC)” as “the careful coordination of all promotional messages (...) for a product or service to assure the consistency of messages at every contact point (...)”.

In the seventh edition of *Marketing Essentials* by McDaniel, Lamb and Hair (2012), the authors state that public relations “strive to maintain a positive image (...) in the eyes of the public”. They describe publicity as being public information presented in the mass media which is used to create public acceptance and understanding. The authors distinguish four basic types of PR: product placement (the placement of products and services in magazines, books, videos, newspapers, internet etc.), consumer education (a company teaching potential buyers about their services and taking away uncertainties and lack of knowledge), sponsorships (“a company spends money to support an issue that is consistent with corporate objectives”) and internet websites (used to introduce new products, spread news, promote upcoming events and interact with costumers). An important aspect mentioned by the authors is crisis management. They describe this as the “coordinated effort to handle the effects of unfavorable publicity (...)”. Companies need to respond quickly and truthfully and have an appropriate communication plan in place in order to act wise.

According to McDaniel et. al. (2012), sales promotions are divided into consumer sales promotions, targeting the end costumers, and trade sales promotions, targeting channel members such as retailers and wholesalers. It is elaborated as “short term incentive” and means either lowering a price or

increasing a value of a product or service. Companies using sales promotions do not present a reason to buy, but rather a reward. The objective is to create immediate sales and types of sales promotions such as loyalty programs/bonus packs, distribution of samples, coupons or refunds.

The third tool of the promotional mix mentioned by McDaniel et. al. is personal selling. This is described as “a purchase situation involving a personal, paid-for communication between two people in an attempt to influence each other”. It includes a detailed explanation and/or demonstration of the product or service the seller intends to sell. Reactions are quick and concerns, comments and questions can be answered directly which creates fast communication flow. This tool is considered the most effective as costs can be regulated and effects might be bigger due to immediate reactions. Especially for high-value or tailor-made products, personal selling offers huge advantages.

Advertising is the most common tool used to promote a product or service. It is considered “any form of impersonal one-way communication” with the advantage of reaching a very large audience at once. Advertising can take place online, in magazines, billboards, transits, TV, radio, books etc. According to the authors, the internet becomes an increasingly used medium to place adverts.

The author Işoraité (2016) says that promotion “helps to increase consumer awareness in terms of their products, leads to higher sales and helps to build brand loyalty”. Furthermore, she states that promotion within the marketing mix is a tool used to influence the buyer’s purchase decision. She includes the elements of advertising, personal selling, sales promotion, public relations and direct marketing in the mix and defines them as follows: advertising is the most common tool used and entails posters, displays, radio, TV and social media to “inform customers (...) and “help to reduce barriers between customers and organizations”. Different from Lamb and Hair, Işoraité (2016) distinguishes between personal selling and direct marketing. She states that personal (or private) selling is a “personal communication to convince a potential buyer to purchase the (...) product or service”. She emphasizes that this kind of promotion is the most expensive one as it requires direct individual contact rather than targeting a broad audience. However, this tool is also the most effective one. The goal of personal selling is to inform, establish relationships and cause interests. The author names direct marketing as a separate tool, however direct marketing also “involves direct communication”. Tools used herewith are mail order, phone order, catalogues or purchase through media by like/buy buttons. Another aspect of the promotion mix is sales promotion; these are “decisions which provide specific short-term measures, but to encourage the purchase, use, as well as by facilitating the purchase of goods”. Tools used are free samples, discounts, promotional items, allowances, loyalty schemes (event invitations). The final tool of the mix is public relations which the author states to have the goal of keeping a relationship with the public and develop more public interest to contribute to the confidence and reputation of a firm. Public relations can be improved by means of newsletters, articles, trade fairs, press conferences, attendance at events and word of mouth.

According to Pour, Nazari and Emami (2012) promotion “includes issues such as advertising, personal selling, sales promotion, public relations and direct marketing. Distribution channels are the most important questions about how an organization can optimize a connection between inner and outer channels”. The authors state that promotion is done in order to encourage customers to buy a certain product or service. Pour et. al. (2012) use the same tools of the mix as Işoraité and mentions personal selling and direct marketing separately. The authors state that despite the fact of a quickly increasing use of internet, many businesses still do not pay a lot of money for online advertisements and

promotions which should however be the case due to an increasing trend.

It becomes obvious that all authors named above state the same tools of the promotional mix with one difference: McDaniel, Lamb and Hair (both books) and Mullin use direct marketing and personal selling as one aspect while the other two divide it up into two different parts. Işoraité also counts personal selling under direct marketing and this is why the student will focus on the four aspects of advertising, direct marketing, public relations and sales promotions. Işoraité names suitable tools within the parts of the mix to be used for the operationalization at a later stage. All authors state the same goal of promotion while it is helpful to keep in mind the (dis)advantages and characteristics named by Lamb and Hair as well as the need of a balanced mix between all elements. What is surprising when looking at the definitions is that the aspect of public relations are described in a different way. While Mullin states that third parties are involved (often celebrities), Işoraité refers to public relations being all contact to the public. Also McDaniel, Lamb and Hair (2012) explain public relations being the communication to the public and name an interesting aspect of crisis management. Furthermore, they distinguish the different elements into further sections which is useful as a basis for the interview guide. Due to the relevance and detailed insight for the client, the student will focus on the PR definition of McDaniel et. al. The student also uses direct marketing and personal selling in the same context. The operationalization of the promotion mix is based on the tools mentioned by McDaniel et. al., Lamb and Hair and Işoraité since it is very detailed and clearly shows the different tools.

Business buying behavior and business buying process

Al-Jeshi, Al Ghamdi, Mira and Abdulqader (2012) define business buying behavior as the “behavior of the organizations that buy goods and services for use in the production of other products and services that are sold, rented, or supplied to others. It also includes the behavior of retailing and wholesaling firms that acquire goods for the purpose of reselling or renting them to others”. The following paragraph deals with the different types of buying situations and factors that influence the buying behavior of companies. According to Al-Jeshi et. al. (2012), the main factor that has an influence on the buying behavior of a firm is the environmental factor. Economic developments, political and competitive factors are crucial. Especially in international environments, the factor of culture can have large influence on buying behavior as well. Moreover, organizational factors (objectives, structure, systems) are a basic factor to consider in order to sell goods customized to the buyers’ characteristics. Individual factors such as age, income and education add up to the mix of factors.

In order to thoroughly understand this term, it is important to define the business buying process; this is understood as the process through which firms decide what product/service to buy, find it, evaluate and choose among alternatives (Al-Jeshi et. al. (2012)). Jim Riley (n.d.) states that the process of decision-making is built up as follows: need recognition, information search, evaluation of alternatives, purchase and post-purchase evaluation. He states that this model “forces the marketer to consider the whole buying process rather than just the purchase decision”.

In the stage of need recognition (also called problem awareness) the buyer recognizes the need or reacts upon a stimulus, created through promotional activities. The search for information can have different sources, such as personal, commercial or public. Riley stresses that “the challenge for the marketing team is to identify which information sources are most influential in their target markets”. In the stage of evaluation, it needs to be distinguished between high and low involvement in the decision-making. High-involvement decisions, a lot of information needs to be provided to the buyer

since it usually involves higher risks and expenditure. Low involvement has a rather simple evaluation and less information is needed. The final stage of post-purchase evaluation; in order to prevent buyer from regretting a decision, the business needs to convince the customer that the offered service will satisfy the needs in the long term.

Webster and Wind (1972) state that variables influencing the business buying behavior are social, individual, environmental and organizational. Environmental factors are described as being physical, legal, technological, political, economic and cultural. The authors point out that considering environmental factors is crucial when intending to target a specific customer group. These factors are often overlooked and should be the basis of the approach. Organizational influences derive from influences a firm has on an individual, such as human resources, finances, rules, structure or goals. Finally, end-decisions will always be made by one individual which is why the authors stress that businesses should not only focus on the group as a whole, but also on individuals within that organization. Personality, role and motivation influence each individual to a large extent which takes place in the final stage of the decision-making process. As a summary, Webster & Wind say that the first major influence of decision-making when contemplating buying lays in the environment of the organization. This is then narrowed down to the organization itself which has its own characteristics influencing the buying behavior. Finally, as the last influence is the individual and social aspect important to consider as the final decision always lays in the hands of a certain individual. Webster and Wind already implement the influences in the decision-making process and indicate that it is a "complex organizational buying process" before final decisions are made.

Both articles elaborated above entail the same factors that influence buying behavior. Al-Jeshi et. al. (2012) specifically explain the different stages of the process and what happens in which state whereas Webster and Wind (1972) focus more on the influences itself and adds the social factor to it. Webster and Wind clearly indicate how the process is narrowed down to individuals eventually. Both sources state detailed influence factors and use a similar approach which is why the student mixes both for the operationalization (appendix 6.3.2), considering the environmental influence as the main one.

With regards to the decision making process, McDaniel, Lamb and Hair (2012) elaborate on the different steps as follows: need recognition is "an imbalance between actual and desired state" which is recognized by either and internal or external stimulus. The authors state that advertising and sales promotions often provide the stimulus because it makes buyers recognize a need (they sometimes did not know existed). The second step of information search can also be internal or external; internal search for information means bringing back information stored in the memory, such as previous experiences or sights. External information search "seeks information in the outside environment" which can be marketing controlled or non-marketing controlled (such as personal experience). Afterwards, an evaluation of alternatives and the purchase takes place. This includes setting up criteria on which decisions are based, such as price, features, value or importance. Hence potential buyers are "examining alternative advantages and disadvantages along important product attributes" before the purchase takes place. The final step of the chain is post-purchase behavior; this sub-process consists of either satisfaction by the buyer, or so-called "cognitive dissonance". The latter is a tension felt by the buyer when a product or service does not turn out as expected. In order to make the buyer satisfied after all, the marketer needs to use effective communication. Post-purchase letters,

guarantees, superiority advertisements or responses from customer service can reduce cognitive dissonance.

Another relevant model to unravel the buying process is figure 6.3.4. (appendix) by J. Rajeck (2017). The author emphasizes the importance of understanding the customer journey (which in this case are business buyers). His model consists of six steps including awareness, interest, consideration, purchase, retention and advocacy. A company must know in which phase of the journey they are and which tools play an important role. This is a helpful model to find out what can influence buyers in which stage and how decision making is related to the customer journey.

When looking at the specific steps of decision making and buying behavior, it can be said that McDaniel et. al. and Riley both elaborate on the same steps that are taken during the process. This is why the student will focus on the steps of need recognition, search for information, evaluation of alternatives, purchase and post-purchase behavior. Riley describes the steps in more detail which can be compared with Rajeck's model. Rajeck describes a six-step process which differs slightly from the other author's models. However, the stage of awareness equals "problem recognition", the stages of interest and consideration equals "evaluation of alternatives" and "search for information" while retention and advocacy could be considered "post-purchase behavior". Due to the close similarities, the different mentioned tools will be included in the operationalization (appendix 6.3.3).

Product life cycle

As shortly addressed above, the goal of promotion depends on where a product or service is situated within the product life cycle. QuickMBA (2010) explains the different stages of the cycle with regards to promotions. In the introduction phase, raising awareness is key and businesses intend to educate potential buyers about their product/service. In the growth stage "the firm seeks to build brand preference and increase market share" and promotions can be targeted to a larger audience in order to grow. As also mentioned by Lamb and Hair (2010), promotion should persuade in this stage. It is followed by the maturity stage which focusses on product differentiation and according to Lamb and Hair should "remind" the buyers of the product. The final stage is the decline stage where decisions need to be made about maintaining, harvesting or discontinuing the product or service. This model was chosen since it is closely connected to Lamb and Hair's statements and illustrates which purpose promotion has in which stage. This is why the student has chosen to operationalize this model in combination with Lamb and Hair's statements (appendix 6.3.5). However, as it is already clear that the company intends to grow and expand, it is not used as a basis for the interviews.

The above concepts and models are closely related to each other. Firstly, one needs to understand what promotion entails and most importantly what the promotion mix/plan consists of and how these are connected. This core concept is the basis of the project and will be the revised product outcome in the advisory part. It is crucial to understand the various components before a company decides how to mix and make use of it. Context is needed in order to understand the "surroundings" of doing promotion. The student needs to understand what business buying behavior entails and what the different steps of the process are. Once a company understands this behavior, they can find out where to interfere and what is important to consider. Especially the mentioned influences need to be kept in mind. The model of customer journey gives relevant context into where a company stands and what

tools can be used and the product life cycle illustrates clearly what exactly the goal of the promotion should be which a company should work towards to.

2.2 Research method

The overview of the research questions that will be answered can be found on page 11.

These questions were established with the research objective to gain deep insight into the requirements and needs of the French market, specifically with regards to promotion. The relevant concepts were defined and elaborated in the theoretical framework. Moreover, it is helpful to understand what Hotels & More is currently doing in terms of promotion and communication with the French source market. When these questions are answered by answering the research question 2, a starting point is given and the second part of the research can be based on the outcome. To shortly summarize the approach, it can be said that the research of this project will go two-tracked as elaborated in this chapter, with a conclusion of both outcomes.

2.2.1 Research strategy, data collection method & sampling plan

The chosen research strategy for this project is divided into two. This chapter will explain the two different research strategies including their data collection method, sampling plan and data analysis method to ensure a clear picture of the two separately. The reason for choosing two different strategies will be explained in the sections respectively.

Qualitative research strategy – research question two

The first strategy chosen for this project is qualitative. The reason for choosing this method is that interviews with experts in the field can give deep insight into the topic in order to improve the end result. Brotherton (2008) names qualitative research as being the “why” research, thus it is explanatory rather than descriptive. It is used to retrieve in-depth information about certain opinions, views and feelings (Verhoeven, 2011). Factual statements can be made through quantitative research while interviews with experts can highly contribute to the outcome and give more detailed insight and reasons. As the student also intends to find out about the current situation, French market experts are being approached. Also deriving from the operationalization, interviews intend to produce results that give detailed views and perceptions on the topic rather than summarized numeric statements. Kelle (2006) mentions that “results from qualitative interviews can help to identify unobserved heterogeneity in quantitative data (...)”. Hence even though answers in surveys can vary and the reason is unknown, experts can explain overall differences or characteristics as they deal with the sample as a whole. The author also states that “qualitative research can be used to drill deep holes into the field yielding the information necessary for in-depth explanations”. The initial reason for choosing this strategy is that interviews offer the opportunity of digging into a topic through follow-up questions and clarifications whereas surveys are not able to provide that option. This strategy was chosen to answer research question 2 to assess the current situation and use it as a basis for the survey which can then be more targeted to the audience.

The chosen data collection method is individual interviews with selected interviewees. These one-to-one interviews will be recorded (after permission) and transcribed to ensure a valid record. In order to reach the interviewees, the student will make use of relations within Hotels & More (internal staff involved with the French market) as well as sister companies. The respondents could be approached personally within the company or via email or phone. It is important to point out that these interviews

will be held in English and can take place in person or over the phone or skype since respondents might be located in different countries.

The sampling plan of this strategy varies from the quantitative sampling plan. Interviews will be held with experts of the field, such as Hotels & More's Commercial Director, the French sales manager and sister companies' market managers. The student set the criteria of being actively and frequently involved in the French market business. Thus non-probability sampling is used, the selection of participants is not random and not all units have the same chance of being selected. Interviews are held with experts, so the method can be seen as purposive sampling (Verhoeven, 2011) since a certain criteria is set. The population as a whole is all parties involved in dealing with the French market (e.g. French sales team or CEO), while the chosen experts represent the sample itself.

After the data has been collected it needs to be analyzed. A transcript of each interview has to be written down, according to the recordings made. The next step is the coding which consists of two different kinds: open and axial coding. Firstly, the interviews need to be coded openly which means various fragments of the interviews need to be summarized. The student will label certain parts according to what was stated and write down a certain meaning/result/understanding. Open coding is based on what conclusions the student draws from the interviewee's statement. The different topics are categorized. Afterwards, axial coding is executed; based on the previous open coding, the student now establishes relationships among those codes. By taking into account different open codes, conclusions can be drawn by setting up axial codes. After executing these two codings, the data is analyzed and specific conclusions can be made as illustrated in the code tree. These outcomes will serve as the basis for the survey sent out to clients. The reason for this is that this approach can help create more detailed survey questions rather than starting from scratch without basic information. A positive consequence is a more specific outcome and answer to the main research question. Moreover, these results can be compared to the results of the quantitative research which can bring up differences as well as support each other.

Quantitative research strategy – research question one

Quantitative research is used to describe a "factual picture" (Brotherton, 2008), for example for statistics. It is also referred to as being descriptive rather than explaining. In this case, this strategy was chosen as a lot of data is needed during the field research. This specific strategy will be used for the field research conducted with the French market, namely Hotels & More's clients themselves. Originally, the student intended to execute qualitative research only. However, language would be a barrier and there would be no possibility to go in-depth, ask follow-up questions aimed at finding out more details about the subject. Hence this strategy is used to get a rather broad picture of the market and their requirements with regards to promotion. According to Kelle (2006), "quantitative methods can give an overview about the domain under study and can describe its heterogeneity on a macro-level whereas qualitative methods can be used to gain access to local knowledge of the field (...)". The author states that quantitative research is based on facts and can explain what a certain population thinks whereas qualitative research rather explains the why by going into depth.

The chosen data collection method for this strategy will be a survey based on the outcome of the expert interviews. Verhoeven (2011) mentions that this is "the most frequently used method for measuring the opinions, views, attitudes and knowledge of a large group (...)". In this case, as much data as possible needs to be collected and the French market's attitudes and opinions should be analyzed. As mentioned by Commercial Director Vera Lett (2018), French clients tend to expect

documents in French and the survey therefore needs to be translated beforehand. The student will have access to contacts and can send out the surveys, e.g. through Qualtrics provided by Saxion. Alternatively, it is possible to reach out to the market by email, either private or Hotels & More (also by means of a newsletter). It is possible that follow-up or clarification is needed for clients to fill out the survey correctly, therefore the student or supporting French speakers should be available at all times. The student will make use of all client data there is available in order to be able to reach a larger number. In this case, the student has access to approximately 700 businesses overall. This is one of the biggest advantages of this method: a large number of respondents can be reached in little time. Furthermore, there are no travel costs or other financial implications.

The sampling plan includes French travel agencies and coach operators as a whole which resembles the population. The entire French market can generally be the population of this research, whereas the student solely focuses on Hotels & More's active clients. Thus these selected clients are the sample for this project. The student keeps the number of approachable clients unlimited as this contributes to the validity of the outcome – the more responses the more generalizable is the result (Verhoeven, 2011). According to Brotherton (2008), the sample should reflect the population's characteristics. All parties of the sample have the same chance of being selected for the research. Sampling can be probable and non-probable. In this case probability sampling is used (simple random sampling). A certain sampling frame (database of clients) is available. All of these clients generally have the same chance of being selected (Verhoeven, 2011). The only criteria that could be applied is the frequency of contact the client has with Hotels & More (involvement in the business). This would contribute to the chance of fast responses but would also limit the potential amount of responses overall. Therefore, the student chooses to keep it unlimited. The chosen data analysis method is the report tool of Saxion Qualtrics as this gives clear overviews over the results. The student chooses not to use the SPSS system as a comparison of two variables is not applicable. The reports that Qualtrics exports include helpful graphs and statements in percentages which is suitable to state outcomes for this project. Another advantage of the system is time and cost efficiency.

Summary of both strategies

Initially, the student has considered qualitative research only due to the detailed insight that can be retrieved. However, as mentioned above, due to the language barrier the intended insight cannot be provided. After consulting with examiners, the student decided to use both strategies combined to reach the intended outcome. The expert interviews can give relevant information about the current situation and already present point of views about characteristics or bottlenecks. With the help of follow-up questions, the insight gained can be very detailed. The results of the coding will then be used to set up the surveys, as directed to the market as possible and based on the operationalizations. This will contribute to an outcome that is more specific and very much directed to the main research question and sub-questions (RQ 1). Due to the language barrier, surveys will need to be translated. The combination of these two research strategies offers a more valid outcome directed to the research questions as the surveys are not established "from scratch" but based on the current situation and existing opinions. Furthermore as shortly mentioned before, results of both strategies can be compared and differences and similarities can be spotted. As these two researches do not take place at the same time, it can become time consuming. Therefore, the student needs to manage time efficiently. The interview guide based on the operationalizations can be found in appendix 6.6.

2.3 Research

A transcript of all five interviews (6.7) can be found in the appendix. The interviews have been given numbers to ensure a clear overview over what has been found in which interview. The code tree (6.8.) is similar to the set-up of the interview guide as this was established based on the operationalization of the promotional mix dealing with the different components. The survey can be found in appendix 6.9. After the survey was translated into French, it was sent out to around 700 French-speaking clients via Word mailing to be able to send it via the student's Hotels & More email address. The survey system used was Saxion Qualtrics which is a flexible and easy tool to use. The student set herself a time frame of one week for respondents to answer after which 55 respondents (ca. 8%) had filled out the survey. The report by Saxion Qualtrics can be found in appendix 6.10. The following section deals with the discussion/findings of both researches and an overall conclusion of the results including answers to the research questions as well as the discussion of validity and reliability.

2.3.1 Discussion of qualitative results

The information that was collected during the interviews was divided into the following topics/codes: purchased products, advertising, destination knowledge, personal selling, buying behavior, influencing factors, other characteristics and bottlenecks. These aspects will be discussed in this paragraph.

Purchased products

With regards to the products French clients are interested in, it becomes obvious that food is a key component that is important and needs focus during their tours. Marie Laure, Vera, Melody and Marie B. agreed on the high importance of good food during the travels and that clients expect a certain standard (4.42–43: “Yeah, food is very important. So basically all the programmes, I mean for the guaranteed departures, all the programmes are basically on full board.”, 3.49: “The only thing they could complain of is the food. Very important.”). Melody added to this that often times, the French are not properly informed about the British food standard and therefore disappointed. Melody stated that contracts should include a note about the food in order to prevent misunderstanding with regards to catering. Marie Laure pointed out that French like to take their time for food and that it is more important to seniors what kind of food they are provided with than for workers. This leads to the differentiation between seniors and workers and what kind of products they buy. Location appears to be more relevant to workers than to seniors as they want to undertake more activities with easy accessibility. Marie B. also stated that the younger people tend to have more activities. Marie Laure mentioned that seniors tend to have less activities, hence the higher importance of a good hotel. Vera, Melody and Anais agreed on London being the most popular destination for the French. It is seen as easily accessible and suitable for shorter trips which are the most common (2.79: “(...) when you speak to someone about England, the first thing that comes up is London”, 5.236: “(...) Frenchies love London, they love it (...)”, 5.242: “That’s the main thing, like the main destination they think about when we talk about Great Britain, definitely.”). Activities such as Madame Tussaud’s or Harry Potter tours – fun activities – are popular and considered exciting, just like London itself. Due to the location, Canterbury is quite popular as well while other cities in the UK, such as Liverpool are less sold. Anais stated that Liverpool is known for the Beatles, but a less popular destination. She pointed out that end-clients often have “not heard about a destination” (5.253) which is why they will not be interested in anything else other than the known. While Anais mentioned Ireland as being less popular, Marie B. pointed out that the Connemara region is very popular due to a song well-known in France, and that

Dublin is mostly part of any tour despite its high prices. Furthermore, Marie Laure stated that the products clients are interested in vary between travel agencies and coach operators: travel agencies want to buy what's new, follow newest trends and provide exciting and original tours while coach operators rather stick to traditional tours.

Advertising

This component of the promotional mix shows that French people are watching the news very frequently and receptive to what is shown on TV. Marie Laure, Vera and Melody strongly agree on this impression. Marie B. added that people discuss a lot about what is shown on TV.

(3.230: "TV has always been a big thing. I think it's like a routine (...)", 4.133-134: "(...) something like seven or eight in the evening most of the time people are in front of the TV.")

Moreover, it became obvious that print material is generally very relevant in France. Melody addressed the popularity of "People Magazines" (3.224) in France and how famous the Royal Family is. She stated that French people are very much into what is happening with the Royals (3.209-210: "And you will always see the Royal Family in these magazines. And I think they're quite interested by it, fascinated in a way (...)"). Also regarding print material, Anais said that the printed brochure is very helpful to present the company and their products. Clients prefer to have a physical brochure over an online one. Connected to this, Vera stated that it is important to have something in print (2.58-59: "We feel that it's important for market to have something print").

With regards to newsletters and social media, Marie Laure mentioned that clients gave the feedback that newsletters should not be sent out too often, clients do not want to be pushed. Marie Laure also provided a newsletter of a travel magazine in which Hotels & More was mentioned, showing social media activity. According to both Anais and Marie B. social media is currently less popular, but generally increasing which is why (Anais) it should be pushed and mentioned more frequently. Regarding advertising, Marie B. explained that Tourism Ireland has an outsourced office based in France which is actively promoting the destination on TV, adverts in subways and communicate well about recent developments. Anais mentioned "Les pages jaunes" (equivalent to yellow pages) as the initial starting point for looking for potential partners where adverts are also shown.

Destination knowledge

As shortly stated above, Marie Laure indicated that there is a difference between travel agencies and coach operators. While she sees travel agencies as knowledgeable about destinations, coach operators often lack this knowledge as they are no destination experts. With regards to lacking information, Vera stated that the UK is mainly connected to London, hence other destinations need to be brought closer. Anais also agreed that it is necessary to inform about other destinations and convince agencies to sell those. Referring to the first aspect of the discussion, most interviewees agreed on the lack of knowledge about food. According to Anais, a few clients do have questions about a certain destination due to lacking knowledge and she indicated she is providing help where she can as Hotels & More is a destination expert. She added that she had a few requests for presentations in the past.

Personal selling

All interviewees agreed on meetings and personal visits being the most important aspect. In order to build good and stable relationships, frequent contact is needed as mentioned by Vera. According to her, good relationships can result in increased bookings, so contact at least 1-2 times a month is

crucial (2.108). Also Marie Laure outlined her experience with clients saying they never worked with certain companies if they have never met them and she mentioned that clients need a French contact person to turn to and to have a stable partnership with. As retrieved from Marie B., Irish Welcome Tours intends to go to France for a sales trip at least once a month, to visit potential clients as well has historical clients to check in. Agreeing with this, Anais usually goes on sales trips for a full week once a month which she considers as crucial and basis of any potential business. With regards to trade shows, Marie Laure, Vera and Anais agreed on the importance on being there and showing face. Top Resa was mentioned by all as the most relevant trade fair which is four days yearly in September and located in Paris (5.107: "We think that Top Resa is the main one and we have to be there (...)", 2.97-98: "I think it's important to be there. But I mean there is only one, I mean for us which is really relevant in France, which is Top Resa (...)"). French clients usually do not book appointments but will rather stop by spontaneously, according to all three interviewees. Moreover, presentations held by Hotels & More staff are not done at the moment but Anais indicated that support for bigger clients when presenting to associations could be considered. As shortly mentioned before, clients approached her previously about presentations to sell better. As for the way and frequency of communication, Marie Laure said that phone calls are preferred as they are quicker and easier while it should be kept in mind not to be too "pushy" and chasing.

Buying behavior

Overall, high price sensitivity and competitiveness was mentioned by almost all interviewees. They agreed on being very price sensitive while wanting good quality (1.306: "rates are very important, definitely", 3.179: "They want to pay less and have better quality to be honest with you. It's hard.", 3.182-183: "(...) price sensitive. (...) It's tough sometimes", 5.185: "They're really price sensitive."). Anais mentioned the low margin since French people tend to buy cheap products. It was mentioned that they would even choose cheaper incomings over longer partnerships when it comes to prices. Furthermore, the time of booking was uniform in statements of all interviewees. French clients tend to book late, sometimes last minute which – according to her – could be connected to pricing or risks (related to political happenings). As for Ireland – according to Marie B. – the French provide more budget than Germans and Spanish and also at IWT, last minute bookings are quite common, especially due to advertisement online or on social media. The price sensitivity was stated to be closely connected to the high competitiveness: as indicated by Marie Laure, French clients are sensitive towards the issue of working with competitors. Hence some clients might not collaborate due to partnerships with competitors (1.217: "If you are working with their competitors, they are not working with you.").

Influencing factors

The two main issues addressed during the interviews are politics and media. All Hotels & More interviewees named the example of the French president encouraging French people not to travel due to political happenings. It turned out to have a huge influence on the people and as a consequence on bookings. Marie Laure emphasized that people are (generalizing) believing anything the government states and what is shown on the media. Closely relating to this, another factors largely influencing the travel behavior is the media. All interviewees considered the French to be very receptive to what is shown on TV and in newspapers. The media is pushing a lot of negative events while they are shown more factual in other countries. Melody, Marie B. and Marie Laure all mentioned the news most people

watch and talk about (1.464: "(...) the French media are very, very bad, really, to be frank", 3.129: "The press has an immense, big, big influence.").

Other influence factors as named by Vera could be the weather or general stereotypes, while Marie B. said the French generally have quite a positive stereotype of Ireland due to safety and the easy accessibility.

2.3.2 Discussion of quantitative results

The survey was divided into various aspects based on the outcome of the interviews. The different sections were general information, products and destination, communication, media and comments which will be discussed in this section. Please note: percentages are rounded up and off.

General information

As seen in the report by Qualtrics, the main location of respondents is South of France, closely followed by the region around Paris as well as Eastern France. Most (57%) of all respondents are travel agencies, 10% coach operators and 33% stated "other", such as MICE agencies, tour operators, associations and autocaristes which are coach operators. With regards to their end-clients, it became obvious that workers and seniors are equal, both reaching 37%. When looking at indications at "other", many named scholars as the clients they handle.

Products and destination

Regarding products and destinations they sell, multiple answers were possible. Ireland reached 31% closely followed by only London (27%). Scotland followed with 19%, England with 18% and Wales with 5%. It is important to note that London was given as an "only" option, so 27% of all clients sell London *only*. Many respondents indicated example spots they sell and it became clear that in all countries, bigger cities are sold. For England, Oxford, Bath, London and Brighton were named. For Ireland, only Dublin, Galway and round tours with no specifications were named while for Scotland they indicated Edinburgh, Highlands and round tours. Wales was specified into Cardiff, the capital, as well.

Next, the student looked into the duration of usually sold tours. The usual duration turned out to be 2–4 days (49%) and 5–8 days (39%) while 1 day (6%) and 8 or more days (6%) are less common.

Concerning the kind of tours clients mainly sell, it was found out that city trips (33%) and round tours (31%) are the most common. Cultural tours followed with 19%, historical tours with 7%, active tours with 5% and culinary tours with 3%. Respondents named others such as workshops/sports events.

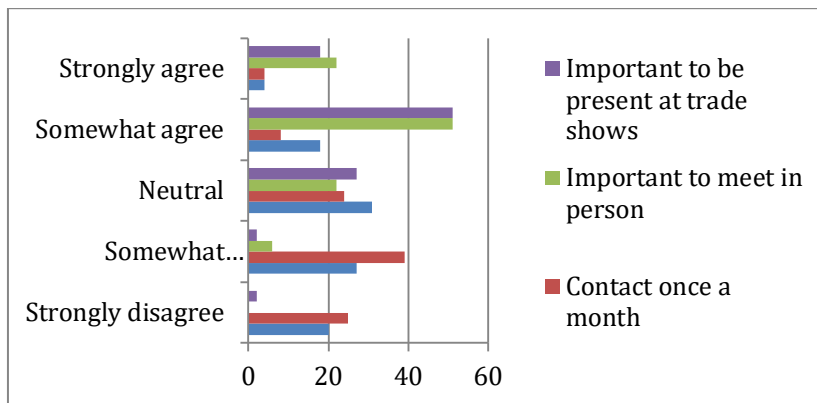
In the statement section it was found out that most clients find good food very important (63% strongly agree and 24% somewhat agree). Moreover, the importance of including general sightseeing activities was agreed on with 55%. Including fun activities in the tours turned out to be seen as neutral. Clients strongly agree (43%) that a central location of the hotel is crucial and it became clear that a good quality of the hotel is important as well (51% somewhat agree, 40% strongly agree).

Regarding destination knowledge, the statistic states that 67% of clients gave themselves a score of 1–6, 31% 7–8 and 2% 9–10. Détracteur indicates a score of less than 6, passif means 7–8 and promoteur 9–10, according to Taylor (2017). As for the question whether clients would like to know more about the UK and Ireland, the majority (71%) said yes, 25% maybe and 4% declined. Furthermore, clients agreed on wanting to learn more about other attractions and spots in the UK and Ireland (67% yes, 22% maybe, 12% no).

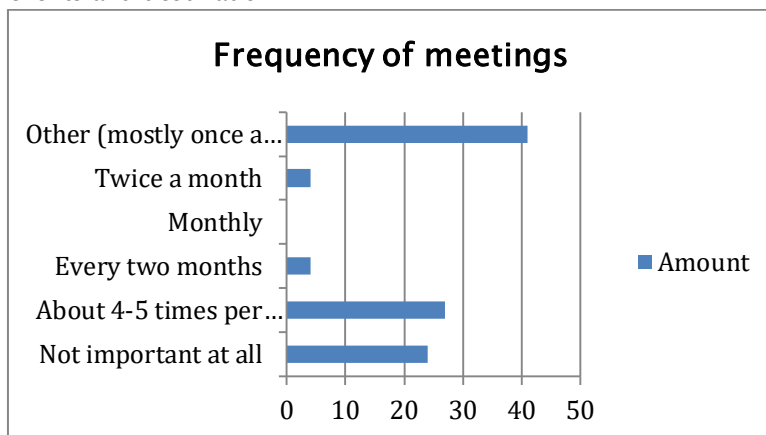
Communication

The following elaborations are partly supported by visuals to ensure a clear overview.

Concerning the communication, it was found out that 51% somewhat agree and 22% strongly agree on the important of meeting their business partner in person. Also, it became obvious that 51% find it somewhat important to be present at trade shows, while 18% strongly agree to this. When it comes to preferring phone contact over email contact, most clients (31%) were neutral and 28% somewhat disagreed and 20% strongly disagreed. A similar pattern was found in the statement of wanting to be reminded/contacted at least once a month: 39% somewhat disagreed, 25% strongly disagreed and 24% were neutral.



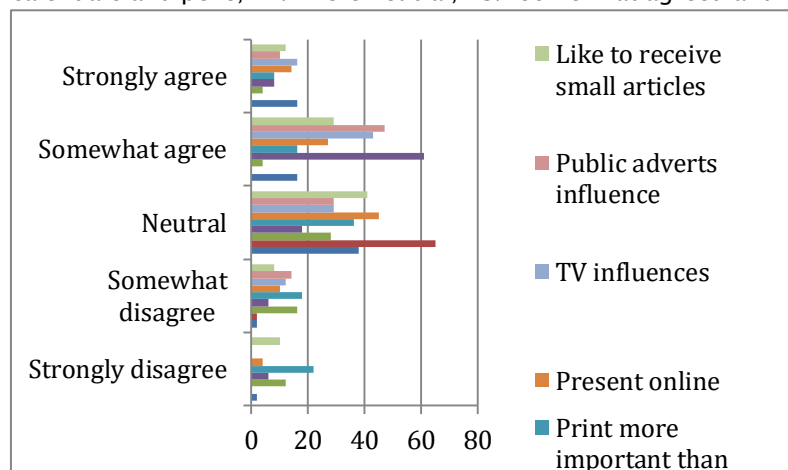
Meeting business partners seems to be varying quite a lot: to 24% it is not important at all, 27% would like to meet 4–5 per year and 4% twice a month or every two months. The majority of clients responded with other, such as: once a year – indicated by almost all of them, twice per year and only when necessary. Personal contact should only happen when necessary as voted for by 76% while 12% voted for once a month, 8% for every few weeks, 2% daily and one respondent indicated “via mail about events and destination”.



55% of all agreed on the interest in Hotels & More holding presentations about the destination and/or products for clients and end-clients. As for this question, 39% said maybe and 6% denied. Concerning newsletters that are sent out, it became obvious that interesting facts about the destination (23%) and original, exciting tours (20%) are the most attractive to be included. Informative content (14%), traditional tours (12%) and business/personal news as well as attractive design (9%) followed the lead.

Updates on political events (5%) and interactive tools (6%) turned out to be less crucial for clients. One other was named ("name of the hotel").

When looking at the result of the statements, it is visible that 43% somewhat agree on the brochure being helpful while 37% are neutral. Moreover, 65% are neutral with regards to interesting content and relevance of the newsletter, whereas 33% somewhat agree that it is the case. 40% somewhat agree that they would like to receive the newsletter every two weeks or less while 28% are neutral with regards to this. 61% of respondents are regular travel magazines readers, but most of them (36%) stay neutral with regards to print being more important than online presence. Also, most respondents (45%) stay neutral about their online presence on social media or online magazines while 27% somewhat agree that it is important. 43% somewhat agree that TV advertisements influence them or their clients in buying products and/or looking into new trends and ideas. 29% stated to be neutral while 16% strongly agreed on this. Public posters seem to be relevant for clients as 47% somewhat agreed on the influence they can have and 10% strongly agreed, whereas 29% were neutral. As for merchandise, such as calendars and pens, 41% were neutral, 29% somewhat agreed and 12% strongly agreed.



Media

The majority (41%) of french-speaking clients somewhat agree on being informed about political happenings in the UK and Ireland while 25% stay neutral and there is almost an equality between strongly agreeing clients (16%) and somewhat disagreeing clients (14%). In case of negative events, 45% strongly agree and 31% somewhat agree that they can contact the incoming agency and learn more about the situation. With regards to the influence of media in their country, it became visible that 57% strongly agreed and 33% somewhat agreed on this while 4% were neutral and 4% disagreed. 41% strongly agree and 37% somewhat agree that stereotypes play an important role in the country, whereas 8% somewhat disagreed and 2% strongly disagreed.

Comments

A comment and remark section was included to be able to receive any feedback that comes up for the respondents. As stated in the report, this included the following comments: interesting photos about the destination and include information about with public transport, include more original tours (already know the classic activities and sights, but would like to know more about niche), a specific section or information about events in the UK and Ireland, restaurants were "old-school" and not central which should be improved especially for senior clients who go on cultural tours.

2.3.3 Conclusion

This paragraph includes a conclusion where research question 1 and 2 including the sub-questions will be answered. The results stem from both research strategies combined. This way results can be more specific and findings can be compared.

Firstly, the research question "*What is the current situation at Hotels & More currently in terms of promotion for the French market?*" will be answered, for the sub-questions respectively.

What is done regarding the components of the promotional mix and what is relevant for the French?

During the qualitative research, it became clear that print material is a necessary component in terms of promoting the companies' services and products in the French market. Hotels & More is producing a printed brochure which is preferred over the online version. Closely relating to this, it became obvious that magazines are largely in use in France and clients could be approached via this channel as well. Also during the quantitative research, it was found out that French people are interested in reading magazines. The majority (61%) read travel magazines regularly which can be crucial for print advertisement. Hence the brochure that is being produced at Hotels & More is also relevant for the French, or print ads in general. This was also emphasized in the survey result with 43% somewhat agreeing to this.

In addition, another strong point is TV advertisement. From desk research, the student found out that for the German market, Hotels & More is collaborating with broadcasters who promote Hotels & More's services and products. According to the interviewees, French people seem to be very receptive to what is shown on TV and are frequent and active TV watchers. This outcome can also be found in the interviews: 43% agreed somewhat and 16% strongly agreed to being influenced by TV advertisement. A less popular component at the moment is social media and general online activity of the French market, such as newsletters or online presence. During qualitative research, it was found out that not a large number of clients are represented and active online. As seen in the survey report, French clients stay quite neutral with regards to social media while 27% somewhat agree to the importance. Therefore, social media has less relevance for the French at the moment. However, social media is generally increasing and the need to be more active was mentioned in the interviews.

With regards to newsletters, interviewees named the fact that it should not be sent out too often and generally not be pushed too much. This was also found during quantitative research: 40% somewhat agreed that they would like to receive the Hotels & More newsletter every two weeks or less. From the student's own experience, it was found out that newsletter used to be sent out weekly. After feedback from clients, it was reduced which is supported by the research.

Another important factor with regards to advertising are tourism boards. During the interviews, it turned out they appear to be suitable for appropriate communication and active advertisements in public for a certain destination. At the moment, Hotels & More collaborates with VisitBritain, the British Tourist Board, promoting the destination, but is not involved in working with partners based in France. With regards to personal selling and direct marketing, the most important aspect mentioned by the interviewees were meetings in person and sales trips. These visits seem to be crucial and serve as the basis for a stable relationship. The survey showed that most respondents think meetings should only take place when necessary or once a year, as mentioned by most. Frequent contact (1–2 times a month) and meetings in person are necessary to establish good partnerships and thus increase bookings potentially, as mentioned in the interviews. It was mentioned a few times that not only

potential businesses should be visited, but also long-term clients. As a slight contrast, quantitative research showed that they only want to be contacted when necessary (39% somewhat agreed, 25% strongly agreed). Both research methods showed that French clients are in need of a French contact person they can always refer to.

Furthermore, trade shows appear to be one-sided as Top Resa in Paris is the only relevant trade show for Hotels & More which is attended yearly. Clients do not usually book appointments in advance but stop by and like to have small talk, or business talk with attendants. The interviewees agreed on the importance of being present at this trade show. Quantitative results support this: more than half of all clients find it important (51%) and 18% very important to be at trade shows. As for presentations held for clients or end-clients, they are not done at the moment, but some clients seem to show interest in such presentations about the products and services they consider to buy from Hotels & More. Not only interviewees pointed out the interest, but the results of the survey indicated that the majority (55%) of respondents would be interested in Hotels & More holding presentations to sell products.

What are typical buying and culture characteristics of the French?

As retrieved from the interviews, it can be concluded that French clients put a lot of emphasis on good food during their tours. They expect a certain standard and need to be properly informed beforehand. The survey supports this: most clients find good food very important (63% strongly agree and 24% somewhat agree).

Moreover, London is seen as the most popular and most known destination for the French, closely connected to the easy accessibility and the news about the Royal Family. Canterbury is also booked, while most other cities or destinations in the UK are lesser known and therefore often times not considered by clients nor end-clients. Connected to this, the survey revealed that *only* London (27%) is among the top three destinations sold. Unlike seen in the interviews, it was found out that Ireland (31%) is generally a popular destination for French partners. The interviews revealed that Connemara is very popular and Dublin is usually part of every tour. City trips to London, Dublin and Edinburgh were mentioned in both researches. Activities and location of hotels vary depending on whether the travelers are seniors or workers. Trips are generally short, often city trips are booked while longer round tours are less popular, as mentioned in the interviews. However, the survey showed that next to 2–4 day tours, 5–8 day tours are also popular, while shorter and longer trips are less common.

As for the products, interviewees stated that travel agencies want to follow new and exciting trends and offer original tours while coach operators rather stay traditional and simple which was said to be connected to their level of destination knowledge. Results about classical sight seeing stayed rather one-sided. Also the location and high food quality turned out to be important which does not indicate a major difference among clients. As for destination knowledge, the majority (67%) scored little knowledge which does not support the knowledge provided by travel agencies, as mentioned during the interviews, where it was said that agencies often know a lot about the destination they offer while coach operators sometimes lack knowledge. However, 71% indicated that they would like to know more about the UK and Ireland and 67% said they want to learn more about other attractions and spots in the UK and Ireland.

Also it can be concluded that French clients are very sensitive to price and competition. All interviewees agreed on the high price sensitivity with low margin while requesting higher quality which can be a challenge. Clients tend to also react on working with competition which for them can be a reason not to collaborate. Due to sensitivity, this was not addressed in the survey.

In addition, they generally book late, at times last-minute. Almost all interviewees agreed on often last-minute bookings or generally bookings for close dates. Especially compared to other markets such as Germany, their booking point in time is late and can therefore become a challenge for the sales and contracting team.

As found out during the interviews, media is an influencing factor for the French. They seem to be very receptive to what is shown in the media and rely on the government and public statements (political influence). The media seems to be pushing negative events rather than presenting it neutrally as mentioned by multiple interviewees. The results of the survey support the outcome of the interviews: 57% strongly agreed and 33% somewhat agreed on the big influence the media has on people in France. Additionally, stereotypes turned out to play an important role in the country as well (41% strongly agree, 37% somewhat agree) which was also mentioned during qualitative research multiple times.

What are current bottlenecks with regards to promotion and communication?

Bottlenecks can be found in the aspects that the interviewees spoke about, such as the influence of the media, lacking destination knowledge, sensitive pricing and ineffective relationship building. The importance of personal interaction was stressed by multiple interviewees. Lacking destination knowledge as well as media influence also became obvious during quantitative research. However, the bottleneck of personal interaction turned out to be less of a problem: French clients put less importance and relevance on this issue. It can be concluded that some bottlenecks can rather be seen as “not taken opportunities”, such as TV ads, printed material and presentations, as found out through the survey.

The next section deals with the specific research question 1. The research question for this research strategy was “*What are the requirements of the French market regarding promotion?*” which will be answered for the main sub-questions. Please note that many of these statements were included in the above conclusion of research question 2.

1.1 How do French travel companies want to communicate?

As retrieved from the surveys as well as the interviews, it can be stated that personal meetings, hence face-to-face communication is crucial for French clients. However, as mentioned above, most clients prefer to meet only when necessary or once a year. Another aspect is that most respondents prefer email over telephone communication.

After conducting the research, direct marketing turned out to be quite relevant. It was found out during both researches that the majority of clients would be interested in presentations held by Hotels & More. Moreover, as seen in the survey results, direct calling seems to be less of an option for French clients. Interviews and survey both showed that chasing should not be done and that contact should only take place when necessary. The same outcome was found for meetings in person: once a year or only when necessary reached the highest score by clients. Furthermore, as retrieved during the interviews, the brochure of Hotels & More is a helpful tool to show products and services. This was also emphasized in the survey result with 43% somewhat agreeing to this.

As stated above, the most wanted personal contact frequency between clients and Hotels & More is only when necessary. However, 12% voted for once month and 2% for daily. As retrieved from the

interviews, French clients do not like to be chased which can be seen in the surveys as well: A quarter disagreed and 39% somewhat disagreed to wanting to be reminded at least once a month. Thus it can be concluded that contact should only take place to a reasonable extent.

As elaborated above, trade shows are seen to be very relevant, as indicated by Hotels & More interviewees and French clients themselves. Appointments are less popular, but attendance is important: 18% of clients strongly agreed to this and 51% find it somewhat important to be present. Hence it can be concluded that attendance at trade shows is very relevant and should be continued in the future.

1.2 What are French travel companies attracted to?

Retrieval from the survey results, it can be said that interesting facts and original, exciting tours sent in newsletters are most suitable content for French clients. Information, business news, attractive design with images and traditional tours were also named to be relevant, however quite behind the first two factors. Another important factor to take into account are magazines. In the interviews, it was already found out that French clients (and citizens) are interested in reading magazines. Quantitative research confirms this finding with a majority indicating to read travel magazines regularly. As for TV advertisement, 43% agreed somewhat and 16% strongly to being influenced by it. The qualitative research also had the outcome of TV being a central part of French people's lives. Moreover, public adverts such as posters tend to be quite relevant for French clients and end-clients. It is important to point out that the online activity in general is less relevant: 45% stayed neutral whereas 27% somewhat agreed that it is important. During the interviews, it became clear that for instance sending out newsletters should not take place too often. Clients indicated that receiving newsletters every week is too frequent. The outcome of the survey supports this statement as most somewhat agreed that they would like to receive the newsletter every two weeks or less. This is important to keep in mind and closely connected to the general contact frequency.

Sales promotions create a reward, rather than a reason to buy a certain product/service. For this project, sales promotions as such are less relevant and were not addressed during the interviews and the survey. However, this could be related to the general price sensitivity that was mentioned during the interviews. Certain rewards or short-term incentives would be initiated by the sales team and would only be communicated via marketing.

During the interviews, it was found out that general destination knowledge is lacking, for instance with regards to food standards. The survey results show that 67% of French clients stated to lack knowledge about the destination UK and Ireland and only 2% consider themselves experts. This shows that there is room for improvement which the respondents also agreed on themselves: the majority (71%) said they would like to know more about the destination and other attractions and spots as well (67%). Hence it can be stated that destination knowledge plays an important role and needs to be paid attention to as shown in the outcomes of both research methods.

1.3 What is the buying behavior of the French market?

The general (average) time of booking is rather late as retrieved from the interviews. Almost all interviewees agreed on often last-minute bookings or generally bookings for close dates.

As elaborated in the section "*What are typical buying and culture characteristics of the French?*", city trips and rather short than long tours are the most popular for the French. The survey report shows that Ireland (31%) is among London (27%) the key destination that is sold. It is important to point out

that 27% sell *only* London and no other city or region in the UK and Ireland. Ireland and London are followed by Scotland and England with almost an equal percentage. 33% mainly sell city trips and 31% round tours. Cultural tours (19%) followed with historical tours, active tours and culinary tours being less common. In addition, seeing the general (classic) sights was found to be crucial while a central location and good quality of the accommodation plays a very important role as well. These latter aspects were distinguished during the interviews: interviewees mentioned a difference between seniors and workers which was not distinguished in the survey. However, the outcome was clear and there was no indication for a distinction.

As already filtered out during the qualitative research already, the media influences French people to a large extent. Especially the news have an influence on the thoughts and opinions of the French. Supporting this, the survey showed that 57% of clients strongly agree and 33% somewhat agree on the big influence media has on people in France. Additionally, stereotypes turned out to play an important role in the country as well (41% strongly agree, 37% somewhat agree). With regards to political developments in the UK and Ireland, the majority of clients somewhat agreed on being informed about it while 25% stay neutral. However, it can be seen that the percentage of somewhat disagreeing and strongly agreeing respondents is almost the same. Hence there is quite a lot of variation among the knowledge about developments. It can be concluded that the media as well as the image of a country can have a big impact on clients and their end-clients, so French travel in general which needs to be kept in mind. The survey also showed that most of the clients believe they have a helpful contact person at Hotels & More to inform them about negative happenings and news.

2.3.4 Discussion of validity and reliability

This chapter deals with the discussion of construct validity, internal validity, external validity and reliability to examine the quality of both research methods.

Wainer and Braun (1998) describe construct validity as the assessment of the measurement procedure. They state that the construct is the concept or hypothesis. In this case, construct validity can be considered high. This is due to the reason that the construct of both researches were entirely based on the operationalizations that were established. These operationalizations were the outcome of the concepts unravelled in the theoretical framework. Using relevant literature and models increase construct validity and it could be made sure that the outcome of the research is relevant for the concept.

Furthermore, internal validity is assessed to find out whether the answer is the answer to the initially asked research questions. As for the interviews, coding is an indicator for high internal validity since the codes that were given are similar to the components of the research question. The coding was only possible after transcribing each interview, hence this also contributed to the internal validity. The student was able to connect all statements and opinions to the initial research questions. Also, the fact that recordings were made indicates that a proof is given and the results could be re-examined if needed. Also for the quantitative research, internal validity can be considered high: firstly because the research was based on the outcome of the previous research. The research questions were implemented as sections in the survey which indicates that the research is internally valid. By implementing these sections, the student was able to answer the questions by analysing the survey results. Verhoeven (2014) states that a triangulation would make it possible to compare results and would make a research more valid. Providing different data collection methods can confirm or support outcomes and thus increase internal validity. The student made use of the triangulation by combining

two research methods. Many statements and outcomes were confirmed and support each other, while a few contrasted each other.

External validity shows whether the findings could be applied to a bigger group as well. In this case, external validity is only assessed as medium for both research methods. The findings could be generalized and applied to travel agencies or coach operators in general. However, as the findings include statements about cultural and political influences, results would probably vary a lot from other source markets, such as the Netherlands or Germany. The recommendations the student will make based on the outcome would not be suitable for other inbound tour operators. This is due to the fact that structure, activities and goals vary among businesses, therefore external validity is only limited. Moreover, as for the quantitative research, only 8% of all potential respondents filled out the survey which means that results could be varying if more respondents would have answered. As a summary, it can be said that generalization for the population can be done whereas "further out" would not be suitable, hence external validity is provided to a medium extent.

Lastly, high reliability indicates that the outcome would be the same if the research would be repeated. Verhoeven (2014) states that perceptions "may change over time" and lead to decreased reliability when circumstances change. However, if the student would approach the same respondents in the same circumstances and asking the same questions, the outcome of the qualitative research would most probably be the same. The interviewees are experts in their field and know the market, therefore their opinions and statements would most likely be the same. Verhoeven (2014) also mentions that recordings and transcripts of interviews contribute to the reliability because saving processed data indicates higher quality. In case of a repeated survey, respondents would most probably give the same answers. However, on the other hand it must be noted that other developments could influence the outcome as well, such as political developments or the internet. Also, as shortly mentioned above, the 8% of respondents are only a small part of the entire sample. Therefore, if the research would be repeated for the entire sample, different respondents might answer which could change the outcomes. It can be concluded that reliability is rather high for those who filled out the survey but decreases when looking at the sample as a whole as different businesses might give different input. Another factor that contributes to the reliability, according to Verhoeven (2014), is the report that was established through Saxion Qualtrics. Saving this data indicates high quality and increases the reliability of the research.

3. Advisory part

The objective of the advice has been set in the beginning: To establish a revised promotional plan to adjust the approach of targeting French clients, increase sales and build long-term partnerships as mentioned in the vision. The management/advice question that was posed is: *“How can Hotels & More adjust their promotional plan in order to match the requirements and buying behavior of the French B2B market?”*.

3.1 Evaluation of solutions

The solution for Hotels & More is given in form of a promotional plan, consisting of the elements advertising, public relations, direct marketing/personal selling and sales promotions as established in the framework. In this section two promotional plan options for Hotels & More are presented in a table to give an overview. Afterwards, the student will elaborate on the differences between the options, the choice and the reasoning based on certain criteria.

(Legend: Green = option 1, Orange = option 2, regular black = in both options)

Component	Activity	Frequency	Content	Comments
Advertising	TV adverts	When applicable	General Hotels & More to raise awareness, showcase products	
	Printed brochure Online brochure	1x/year	Presenting company, products and services, tips	
	Printed image brochure Online image brochure	1x/year	Destination knowledge, interesting facts and information about spots and Hotels & More (TPG)	
	Newsletter	1–2x/month	interesting facts, original tours, trends and developments, attractive design, catchy images, short, interesting facts, news about events in the UK and Ireland, relevant content about hotels, exciting activities and food, news	Not sending out too far in advance (season-wise), e.g. send out Christmas specials in autumn rather than summer
	Printed Travel magazine adverts Online travel magazine adverts	Every 2–3 months	Traditional and original tours, catchy images, general Hotels & More adverts, general articles about the destination	Most magazines publish one issue per month Adverts are usually online for about one month
	Tourist boards	When applicable	Communicating news and events, generally Hotels & More	Public posters and communication Online advertisement
	Social media (ENG) Social media (FR)	Weekly	Anything relevant and up to date (tours, events, hotels, food, business news)	Facebook, LinkedIn, Instagram as currently Tailored to French clients
Public relations	Tourist boards	When applicable	Communicating news and events, generally Hotels & More	
	Interaction tool/Q&A	Permanently	Live chat on website	Example for Q&A: could concern issues such as Brexit or other frequently asked questions, carefully answered by directors

	Website	Permanently	News, (internal) developments, events, press releases	
<i>Direct marketing</i>	Sales trips/visits	1x/month potential clients, 1x/year existing clients		
	Direct calls	When necessary		Rather email contact
	Trade shows	1x/year		Top Resa, advertise clearly prior, no appointment bookings
	Presentations	When necessary, or during sales trip	General or concerning certain tours to be sold	
	Merchandise, special offers	When applicable		To be sent e.g. desk calendars or pens directly to clients, especially for anniversaries
<i>Sales promotions</i>	Incentives/loyalty schemes	t.b.a.		E.g. for anniversaries

As shown in the table, the main difference between the two options are online and offline promotions. In this paragraph the different components are elaborated.

- **Advertising (option 1 with online focus, option 2 with offline focus):**

Advertising is found both offline (option 2) and online (option 1). Due to the fact that **TV** can have a big influence on French people, Hotels & More should consider placing ads on TV for either option, potentially in collaboration with tourism broadcasters, bigger tour operators or tourism boards. This is already done in the German market (Sonnenklar TV is promoting Hotels & More's services and products with the key focus to showcase the destination). Hotels & More should consider collaborating with French travel channels that would be willing to include Hotels & More in their portfolio.

Option 1 suggests an **online E-brochure**, accessible for a broader audience while a printed version is part of option 2. Currently, an online version is used by Hotels & More, and printed versions are produced as well, showcasing the businesses products and services and tips. In addition, Hotels & More could produce an **image brochure** introducing the company and the holding company with all its brands. This brochure should provide destination knowledge as this turned out to be lacking (67%) in the French market. Also due to the fact that interesting destination facts are what the French are interested in, these should be included in the image brochure as well. This brochure can be published online and offline, depending on the chosen option. An increased advertising should be done for destinations outside of London including interesting facts that could catch the attention of the market, something the French can relate to. In case of option 2, it will be printed and sent to clients directly, potentially in form of a small book or leaflet. Option 1 will publish the brochure on the website.

Both options include the **newsletter**. It is important to not "chase" clients, hence they should be sent out 1–2 times a month only. The content should consist of interesting facts, original tours and new trends and developments. As the booking point in time can be short notice, newsletters do not need to be sent out much in advance. For example, winter-themed tours can be advertised in autumn rather than in summer. Sending out such newsletters far in advance can lead to being ignored it as it is not relevant for the clients yet. It showed that an attractive design is crucial as well, thus catchy images and short, interesting facts need to be included. Another relevant content could be information about

events in the UK and Ireland as well as relevant content about hotels, exciting activities and especially culinary aspects should be highlighted.

It is important to bring other destinations closer as this is lacking, but seems to be in interest of French clients. Hotels & More should consider placing advertisements in online or printed **travel magazines**. The content of these ads should be carefully selected. Not only classical tours and activities, but rather introducing new destinations that could be of interest should be introduced. However, not only adverts, but also articles about happenings in the UK and Ireland could catch client's attention and lead to interest in the products. Whether focussing on online travel magazines or printed ones also depends on the chosen option. At the moment, Hotels & More publishes printed and online adverts for the German market which is often offered in a package.

In cooperation with **tourism boards**, such as VisitBritain or Tourism Ireland, Hotels & More could place advertisements in public spaces, such as posters or busses, raising awareness not only for Hotels & More, but for the Green Isles in general (as this is in interest of the tourist boards). Hotels & More already has an ongoing commercial partnership with VisitBritain; the **tourist board** has an office in Paris which could actively help to promote Hotels & More and their destinations. In the online-focused promotional plan, **social media** needs to be developed further. Despite clients mostly being neutral (and 27% somewhat agreeing to the importance), it was stressed that social activities should be increased since it is on the rise in general. At the moment, social media content is published in English. For option 1 this would be changed to French social media activities with content specifically tailored to French clients. For option 2, social media will be maintained in English and kept rather general.

- **Public relations:**

Regarding public relations, as shortly named above, a **tourist board** such as VisitBritain could be supportive of communicating with French clients on spot. As it turned out during the research, French people like to have a French-speaking, reliable contact to inform them about important events and news. Not only should Hotels & More have a 24-hour emergency service, an appropriate crisis management with truthful and quick reactions is important as well. Especially due to political changes lately, it is crucial to communicate properly and in a timely manner. A potential tool could be an online **interaction tool**, such as a live chat on the website or a **Q&A section**, where clients can easily access all information they need. This way, Hotels & More could ensure that clients are informed at all times and able to pose questions and receive quick responses. Moreover, Hotels & More could remove uncertainties and inform via travel magazines or TV advertisements as well. Especially the company's **website** can be used as a tool to promote events and spread important news in form of press releases or breaking news, just like the newsletter to be sent out. As retrieved from theoretical framework, informing and reacting upon certain developments is a central part of public relations and should be managed carefully.

- **Direct marketing/personal selling:**

With regards to personal meetings, the current **sales trips** to meet existing and new clients, taking place once a month should continue. The importance was also stressed during the interviews. However, **visiting existing clients** should only take place when necessary, or once a year as mentioned by the majority. During the research it became clear that existing clients do not see more regular meetings as necessary. With regards to **follow-up calls**, it is important to keep in mind that clients quickly develop the feeling of being chased. They should only be contacted when necessary. In general,

staff should consider sending emails rather than calling clients, if the issue is not urgent. Concerning **trade shows**, Hotels & More should continue to attend Top Resa in Paris; being present at this trade show is crucial. Since appointments do not seem to be popular, Hotels & More could invite clients more non-binding, more “stop-by our stand”-focused.

Presentations about Hotels & More and its sister companies are in the interest of French clients. Therefore, a **general presentation** about Hotels & More, the product offering for all destinations needs to be created. For specific tours, a presentation or flyer should be developed as well for bigger associations to help selling the product. Also concerning direct marketing, the brochure, as stated above, should be produced online, with a digital version sent to clients directly. Whenever staff are in contact with clients, **merchandise**, such as desk calendars, pens and other branded items should be handed out.

- **Sales promotions:**

Sales promotions are initiated by the sales team in coordination with contracting and only communicated through marketing. Due to the high price sensitivity, Hotels & More could consider **incentives** or **loyalty schemes**, e.g. for anniversaries. However, they are not relevant part of the promotional activities.

Selected criteria and reason for choice

This section deals with the criteria the student has set and which choice was made based on these criteria. The following table shows an overview over the criteria and the scores:

Criteria/ Option	Costs	Expenditure of time	Resources required	Impact on increased sales	In line with company's vision	Total score (1-5)
Promotional plan 1	3	3	2	3	yes	11
Promotional plan 2	2	3	2	5	yes	12

(Legend: 1 = negative impact, 5 = positive impact)

In general, both options are quite similar. The main difference lays in the focus of online vs. offline promotions. As a consequence, costs as well as impact vary among these two.

Firstly, the criteria “**in line with company's vision**” had to be met. For both options, this is the case as both options focus on building stable partnerships in order “to become the leading and preferred inbound tour operator for Great Britain and Ireland (Maine, 2017)”. Both promotional plans have the purpose to highly contribute to the vision by raising awareness, developing partnerships and thus increasing sales.

Secondly, the criteria of **costs** was selected. As mentioned by Vera Lett (2018), a business always intends to save money wherever possible ensuring a high return of investment. Especially due to the fact that most revised activities bring monetary changes, costs need to be considered and assessed (further discussed in 3.2). Furthermore, the level of **expenditure of time** was chosen as a criteria because it needs to be assessed how soon the project can be realised. Some changes can take time, some are quickly realisable, hence there is a difference between the two options. Also due to the fact

that the company needs to budget the plan, it needs to be known how much time the activities require. The criteria of **positive impact** entails the (long-term) impact the revised plan will have on the business of Hotels & More. The impact needs to be large for Hotels & More to implement the changes. If the impact is too small, the activities are not effective and the change is not useful for the company. This criteria was chosen to be the most relevant as it indicates the long term improvements. Another crucial criteria is **required resources**. In order to implement the suggested changes, certain resources are required, meaning sufficient staff. The additional costs and the effort to hire the staff can have a negative impact on the changes, hence given a score of 2 (slightly negative impact). However, this criteria was not chosen to be the most important as a large positive impact will make this slightly negative impact worth it.

The student chooses promotional plan 2 to be implemented. The main reason for this choice is the impact this option has on the market. As found out during the field research, print material is crucial for the French. Therefore, a printed brochure and image brochure as well as adverts and press articles in travel magazines make more sense than online activity. Despite the increase, it became obvious that French clients are not too active online and would prefer physical material. Another reason for this choice is that clients are able to have printed material on hand, a constant reminder which leads to more attention than having a link in an email which might be forgotten about. Closely related to the aspect of lacking destination knowledge, the printed image brochure not only promotes Hotels & More as a company and Tour Partner Group, but also presents the destination in general, especially highlights and locations they are less aware of. A goal is to raise awareness for other destinations outside of London or other typical (city trip) products.

The results of the survey showed that magazines are very popular in France which is a big opportunity for Hotels & More. Not only adverts with products and services, but also news and events are interesting for the French which is a chance for Hotels & More to raise awareness of their existence and promote the destination. It was mentioned that French people are interested in happenings, for example the Royal Wedding, about which Hotels & More could write articles including eye-catching images to increase attention. Option 1 included this as an online activity which is less suitable due to the importance of printed material. The articles could also be published via the mentioned tourist boards. Furthermore, these boards are very suitable with regards to communication. When looking at the previously operationalized model of Rajeck (2017) in appendix 6.3.4., it becomes clear that the stage of consideration involves many aspects, such as reviews and media. Especially due to (political) happenings, it is important not to “lose” clients at this stage and inform them thoroughly about developments. Tourist boards could be useful partners to communicate and provide information on spot. When looking at the operationalization of the promotional mix (6.3.1), crisis management is part of public relations and closely related to the appropriate communication with clients.

The operationalization of business buying behavior also entails environmental influence factors, such as cultural, economic and political. During the research, these factors were found to be very relevant. Therefore, having a French expert based in France who is representing the company, communicating and informing clients clearly would be supportive. Moreover, tourist boards could overlook what is shown in the media as this is a big influencing factor for French people. Hence a collaboration with tourist boards brings opportunities for Hotels & More. Together with offices in France or independently, Hotels & More should publish public posters in the urban regions as this turned out to catch attention of travel agents and partners.

This option includes social media, but solely to be continued in English as currently, not specifically targeted to French clients. In contrast, the newsletter will continue to be sent out 1–2 times per month with revised content as stated above. Sales trips, trade shows and presentations are equally important for both options.

With regards to costs, it can be said that option 1 would *probably* have been less cost-intensive. From own experience, the student realized that online advertisement is generally cheaper than printed advertisement. However, according to Marketing Communication Executive Swea Hagenhoff (2018) the cost difference is becoming smaller as online ads become increasingly expensive. The printed brochure and image brochure are more cost-intensive than simply publishing them online. However, due to the large impact the second option can have on the market, cost-efficiency was counted as less relevant. The reason for both options not scoring higher is the general financial investment, especially due to TV advertisements. With regards to time expenditure both options scored 3 since there is no major difference in the time it would take to implement the changes. Both options include the creation of products such as a brochure, adverts or presentations – whether they are published online or offline does not vary timewise. The only more time-consuming aspect for option 2 could be liaising with printing agencies for printing brochures. As for required resources, both options score 2 since the new needed resources can have a negative impact: the costs and effort of hiring new staff brings a lot of change but is considered less important since the positive impact would outweigh.

It is important to provide context through models in order to see how the promotional plan is related to buying behavior, decision making and the product life cycle.

Next to Rajeck's (2017) model, the product life cycle (6.3.5) creates context. It can be stated that overall, Hotels & More is located in the growth/maturity stage; the company is constantly trying to build brand awareness/preference and increase market share for all source markets. However, for the French market in particular, the stage of introduction is still relevant. This is due to the fact that Hotels & More is trying to educate about products and services, especially the ones that are not popular and known yet. The company continues to raise awareness of its brand which is why the research project was initiated. As a result, Hotels & More is present in three stages of the product life cycle.

Lamb and Hair (2010) state that each stage of the product life cycle promotional activities have a certain purpose. In this case, promotion should not only inform, but also persuade and remind clients. The first stage to raise awareness is similar to phases of the decision making process as shown in 6.3.3. The revised promotional plan interferences in the stages of need recognition and search for information. French clients react upon a certain stimulus which is supposed to be influenced through Marketing (external stimulus). The external search for information can also be influenced by Marketing, hence these are the phases where Hotels & More can interfere and influence clients in their decision making. As stated by McDaniel, Lamb & Hair (2012), it is helpful to prevent and reduce cognitive dissonance by sending post-purchase letters, surveys or collect feedback from customers.

Goals of the revised promotional plan

In order to be able to evaluate the new plan better, specific goals were set. The different SMART goals are stated below for each activity of the chosen promotional plan respectively:

Activity	SMART goal
Publishing of TV adverts	Publishing one tour presented by broadcaster (presentation length

	ca. 10 minutes) on travel channel within the next 6 months
Printed brochure	Printing 1800 brochures each summer of which 700 are sent directly to clients, and constantly to potential clients Constant reminder for clients leading to a booking increase of 20% of brochure tours by the end of 2019
Printed image brochure	Printing 1000 image brochures yearly introducing the company, the destination and products/services, 700 sent to clients directly 20% increase in bookings of less popular destinations by the end of 2019
Newsletter	Increase of 50 newsletter sign ups by the end of 2018 (currently 567) Response rate increase of 5% by the end of 2018 (interest, clicks, requests for the presented product)
Printed magazine adverts	Publishing one advert every 2–3 months in 2–3 different magazines where competitors are displayed as well
Social media	By the end of 2018, increase of 5% French followers on Facebook, LinkedIn and Instagram
Tourist board collaborations	Contracting Tourist boards located in France within the next year, publishing at least every other month a press release, product placement and/or destination news, receiving funds in return
Live chat/Q&A	Set up 24/7 live chat by the end of 2018, uploaded relevant Q&A catalogue within the next 3 months To evaluate, collect short feedback from clients end of the year
Sales trips	Sales trips to France once a month, 10% more potential business by the end of 2019
Trade show attendance	Attend Top Resa in Paris yearly in September, 10% increase of potential clients by the end of 2019
Presentations	General TPG presentation and of all sister companies, as well as destination presentations finished by the end of this year, re-usable and editable
Merchandise	Articles such as pens, calendars, mugs to be sent to clients when applicable, constant reminder for clients of Hotels & More's existence

3.2 Implementation

This section deals with the implementation of the revised promotional plan. The PDCA cycle illustrates the implementation and the effects it has the parties involved. The cycle includes the following components:

- **Plan:** What needs to be amended, planning of the change
- **Do:** Implement the change, carry-out in full or test parts
- **Check:** Assess the changes, evaluation of successes and failures
- **Act:** React upon the assessment, potentially fully adopt the change (standardize)



An elaboration of the most important elements can be found below the table.

(Legend: CD = Commercial Director, MM = Marketing Manager, MT = Marketing Team)

PDCA phase	Action	People	Time frame	Specific outcome
Plan	Budget planning	CD, MM	-	Specific budget plan including all aspects of the revised promotional plan
	Use above SMART goals as guideline	CD, MM, MT	-	A set of SMART goals including time frame and specific numbers
	Time planning and task division	CD, MM, MT	One week	Overview of who will be in charge of what, including deadlines
	Human resource management	HR Manager, CD	One month	Sufficient (French speaking) human resources for all projects
	Product research (content for brochures/newsletters)	MM, MT, sales & contracting teams (also from sister companies)	One month, ongoing	Input needed from Sales & Contracting team with regards to products as content for the brochures, input from MT regarding tips, facts
	Image brochure content research	MM, MT, Sales team also from sister companies	One month	Suitable and relevant content, contracting printing company
	Magazine/TV broadcaster research	MM, MT	Two weeks, ongoing	Media plans of potential magazines and TV broadcasters which could be relevant for Hotels & More
	Tourist board research	CD, MM	Three weeks	Quotes/information on opportunities of collaboration
	Potential interest in presentations	Sales Team	Two weeks	Small report of clients who would be interested in ppt's
	Technical possibilities for live chat	MT	One week	Response from website designers, including costs
	Organization of sales trips	CD, Sales Team	When applicable	Overview over upcoming sales trips
	Social media content	MM, MT	Ongoing	Social media plan including content, timing and results
	Trade show research	MM, MT	One week	Assessment of other trade shows
	Q&A content	MT, CEO	Two weeks	Document with most relevant questions and answers, input from CEO and others
Do	Brochure production	MM, MT	Two months	Printed brochure
	Image brochure production	MM, MT	Two months	Printed image brochure
	Booking and design of magazine adverts	MM, MT	< 1 week each	Folder with booked adverts and published adverts
	Creation of newsletters	MT	< 1 week each	Newsletters sent out 1–2 times/month
	Press articles	MT	< 1 week each	Articles to be sent with adverts
	Undertaking sales trips	MM, sales team	1 week when applicable	Sales trips taking place

	Creating and holding presentations	MT, sales team	< 1 week each, when applicable	Presentations kept in client folders
	Collaboration with tourist boards	CD, MM, MT	Ongoing	Quotes/information on opportunities of collaboration
	TV advertisement	CD, MM, MT	3–4 weeks	Video or advert
	Q&A set up	MT, website designers	Two weeks	Q&A section published on Hotels & More website
	Live chat set up	MT, website designers	Two weeks	Live chat online on Hotels & More website
	Top Resa organisation	MM, MT, sales team	Yearly (takes 3–4 months)	Overview of Top Resa progress – checklist
Check	Evaluation of progress during team meetings, use set SMART goals	CD, MM, MT	Weekly/Monthly	Regular team meetings for updates and progress on the goals, success and failures
	Evaluation of number of bookings, use SMART goals	CD, sales team	Monthly	Booking report to see whether an increase took place (goal: 25% market share by end of 2019 as stated by Vera Lett)
	Response of clients towards presentations, general feedback	Sales team	When applicable	Report of any feedback given to sales team
	Evaluation of adverts and PR published, keep as archive	MM, MT	Every 2–3 months	All published adverts and PR inserted into media plan
Act	Assessment of progress, success and failures, improvement points	CD, MM, MT, sales	When applicable	Meeting with everyone involved to assess the changes – report

Major changes:

The parties most involved in the implementation of the revised promotional plan are the Commercial Director, the Marketing Manager and the Marketing team. Secondly, the sales team as well as the contracting team are involved to create content for the brochure. An important aspect to consider are **human resources**: At the moment the Marketing team does not include French speaking members. It needs to be ensured that the team consists of sufficient French-speaking team members suitable for the projects. Especially when looking at new projects such as image brochure, magazine articles and adverts as well as presentations, enough French staff is needed to manage the workload and complete tasks in time. In addition, the introduced live chat on the website needs to be supervised at all times. This is another crucial aspect concerning human resource management. Moreover, as retrieved from Commerical Director Vera Lett (2018), Hotels & More, moving forward, undertakes marketing activities for the TPG group as a whole. Therefore, collaboration among the sister companies needs to take place and the French speaking colleagues need to be involved in all activities. The change in human resources can be seen as the starting point as this is needed in order to ensure coping with the workload. There are no major changes regarding sales trips, presentations and trade show attendance. The sales team will be majorly involved as presentations will be held by the sales team while on a sales trip. Both sales and contracting teams attend the trade shows whereas Marketing organizes them.

With regards to **financial consequences**, various costs needs to be taken into account and included in the budget. This includes attendance of trade shows, print material for the brochure and image brochure, sales trips (accommodation and travel costs), magazine advertisement, TV advertisement,

costs for collaboration with tourist boards, development of a live chat on the website and merchandise articles. Marked in green are the components that do not increase costs for Hotels & More, and marked in red the ones where additional costs are involved (compared to the current spendings). A few of the costs are elaborated underneath. Please note that these are estimated numbers to give a general picture.

Activity	Costs involved	Estimated % increase compared to IST-situation
Human resources	Hire at least two French speaking Marketing team members	40%
Brochure	Printing costs and postage for 1800 brochures (700 sent to clients directly), ca. € 4.000,-	No increase in costs
Image brochure	Printing costs and postage for 1000 brochures (700 sent to clients directly), ca. € 3.500,-	50%
TV advertisement	Costs for publishing TV ads	30%
Magazine advertisement	Costs for publishing magazine ads € 1.200,- per adverts	15%
Sales trips and meetings	Travel and accommodation costs as usual Estimated to add up to € 3.000 per trip	No increase in costs
Trade shows	Stand cost, service costs as well as travel and accommodation costs for staff attending the trade show Estimated to add up to € 13.000	No increase in costs
Live chat	Costs for developing and implementing the chat (payment to website designers)	10%
Tourist board collaboration	Payment for publishing every other month PR or products Funding in return	25%
Merchandise	Costs as usual for e.g. pens, lanyards, calendars, mugs	No increase in costs
Social media	Free of costs	No increase in costs
Newsletter	Costs for mailchimp account as usual	No increase in costs
Q&A	Created by Marketing team, hence free of costs	No increase in costs
Presentations	Created by Marketing team, hence free of costs	No increase in costs

The right column shows the estimated cost changes compared to the current Marketing expenses. The components which have a major impact on the monetary changes are human resources, the additional printed image brochure and TV advertisements as these are quite cost-intensive. Despite many changes do not have an influence on the budget, hiring more staff, paying additional printing costs and fees for TV ads could have a major impact on the budget of Hotels & More. The client wishes not to provide actual financial data, however, the following cost can be assumed based on current costs and own insight:

It can be estimated that Hotels & More will continue spending approximately € 4.000,- on printing 1800 **brochures** and an additional € 200,- for postage to send 700 items to clients. As for the image brochure, costs can be estimated to be slightly less due to the smaller amount. As retrieved from own insight, adverts in French **magazines** are slightly more expensive than in German magazines. Hence the student estimates one advert to cost approximately € 1.200,- for a quarter of a page. If publishing as suggested (every 3 months in 2 magazines), the spendings would add up to approximately € 9.600,- a year. Costs for **merchandise** articles will not increase. For instance, pens and lanyards usually cost less than €1/item, adding up to a total of € 1.400,- if sent to all clients.

With regards to **TV** advertising, it was retrieved that broadcasting tours on travel channels is expensive. Specific costs were not named, however, costs can be divided between Hotels & More and the end-

client trying to sell the tour. The student assumes TV advertisement to take up a 30% increase in costs from the IST-situation as these TV shows reach a large amount of people and are seen as very effective. For publishing, Hotels & More could collaborate with Tourist Boards and therefore save money as well. Stand and service costs for **Top Resa** can be estimated to exceed € 10.000,- plus travel and accommodation costs for all attendees. The latter also concerns sales trips where accommodation and travel costs can be estimated to total approximately € 3.000,- per trip.

To ensure a positive long-term outcome, a cost-benefit-analysis can be executed. Since the student does not have access to specific financial data, the costs versus benefits are included in the overview below, based on the set SMART goals.

Costs for	Benefits
Human resources	Major positive impact: ability to execute more projects, expanding project also for TPG, these resources are needed to implement the change
Brochure	Ability to continue the yearly brochure due to positive feedback by clients 700 brochures sent directly, hence constant reminder for clients, potential of booking increase of 20% of brochure tours by the end of 2019
Image brochure	Additional printed material, destination knowledge, raised awareness of other spots in Great Britain and Ireland, increased awareness of Hotels & More in general 700 brochures sent directly, hence constant reminder for clients, potential of 20% increase in bookings of less popular destinations by the end of 2019
TV advertisement	Response due to popularity of TV in France, raised awareness through travel channel
Magazine advertisement	Printed material, more attention for Hotels & More due to French reading a lot of magazines Being published in magazines with competitors makes Hotels & More more competitive
Sales trips and meetings	Continuing business development, keeping relationships Increasing potential business
Trade shows	Continuing to be present, indicated as important, increasing potential business In return, receiving funds for marketing certain products and services
Live chat	24/7 accessibility, quick and easy responses for clients leading to great customer service
Tourist board collaboration	Raising awareness not only for Hotels & More, but for the destination overall, appropriate crisis management, informing clients properly and time efficiently, reaching large audience Another huge benefit: receiving funds to market products ("win-win-situation")
Merchandise	"Reminding" clients of Hotels & More, small regards seen as pleasant
Social media	Increasing popularity, informing and entertaining
Newsletter	Informing about services and destination and events in general, increasing number of signed up clients can lead to increased bookings, more requests due to increased response rate
Q&A	Quick and easy access to answers to most common questions, improved customer service
Presentations	Support for selling products and services, raising awareness Presentations are re-usable and can be updated

The budget for the Marketing department is done on a yearly basis, in quarter four for the following year. The budget and spendings from the previous years are used as a basis to set up the new budget. From personal experience, the student learned that tourist boards, such as VisitBritain, can fund certain products and services in order to drive tourism to the specific areas. At the moment, Hotels & More has a commercial partnership with VisitBritain to promote the destination and receives funds which should also be taken into account for promotion for the French market.

3.3 Conclusion

The outcome of both research methods gave detailed insights into what French clients are attracted to and looking for. The student chose to implement an additional printed image brochure with lesser text.

Next to the outcome of preferred printed material, the big lack of destination knowledge lead to this solution. With the image brochure, the company can respond to the issue by using a medium that is attractive to them – printed material with catchy images and interesting and helpful information about the destination. Furthermore, Hotels & More is able to react upon certain characteristics such as watching TV and reading magazines regularly. The company was not aware of this behavior as all markets were approached in the same way. Therefore, placing articles – products and press releases – in magazines and potentially collaborating with TV broadcasters related to travel responds to this typical behavior and can be beneficial. Moreover, the research gave good insight into the general interest in presentations and meetings. For Hotels & More it is crucial to know what they see as a suitable frequency for meetings and general contact. The field research showed which content clients would like to receive in newsletters and how important social media and the brochure are. Hotels & More has the opportunity to react upon these characteristics and target their promotional activities to increase sales and establish more partnerships. Regarding communication, the business can make use of partnerships with tourist boards such as VisitBritain and Tourism Ireland. Not only products and services can be advertised in public and online, also news and events as well as information about the destination can be communicated. In addition, these associations could also fund Hotels & More in marketing products in return which can reduce costs.

As a summary, the implemented plan introduces an additional brochure, printed advertisements, TV advertisement, a live chat tool and potential tourist board collaborations. Hotels & More should keep in mind that these different components of the revised promotional plan have an impact on costs. However, despite the increasing costs for staff, printed material and additional advertisement, the implemented changes can be considered feasible and realistic. The impact this could have on the business can be big and beneficial and the company's strategy to build long-term partnerships can be supported. Due to this, impact was chosen as the most important criteria, leaving increasing costs behind. The management question *"How can Hotels & More adjust their promotional plan in order to match the requirements and buying behavior of the French B2B market?"* has been answered in 3.1.

The student suggests that further research should be carried out, especially with regards to destination knowledge and products. As found out during research, there is a possibility that coach operators and travel agencies require different products and provide a different level of destination knowledge. They also provide different clients (workers, seniors, scholars) which could lead to different requirements. The implemented change addresses all clients.

4. Afterword

4.1 Day to day practice reflection

When looking back on the past semester, I believe the overall organization and management of the project went well. Starting off with strong points, I consider the communication between all parties a positive aspect. Both client and examiner were available to provide feedback at all times and issues were addressed immediately. To name an example, both parties provided feedback with regards to structure and style of writing (e.g. long, confusing sentences) which helped me improve. I think communication is crucial and transparency made the project go smooth as everyone was on the same page and updated about the progress.

Additionally, a strong point was the organization itself: firstly, I set myself certain goals each week to make sure I finish what I wanted to. These goals helped me stay in the time frame and not having to stress towards the end. If repeating the project, I would do the same. Also, working for Hotels & More in the mornings and working on the thesis in the afternoons was a great compromise. Secondly, I made an overview for myself where key aspects and notes were stated in order to not miss out on important elements.

It was helpful to execute interviews before setting up a survey, this way I did not start “from scratch” and was able to retrieve more detailed information. Even though two methods were quite time consuming, it supported the outcome as I was also able to compare results. Moreover, the fact that I work in the Marketing department supported the project: I had quite a lot of insight before and was able to understand things quicker as that is what I deal with on a regular basis. I believe being in the environment supported the execution of the project.

On the other hand, something I would do differently when repeating the thesis concerns the research itself. For the TPD, I talked to Rienk van Marle, the assigned research teacher, who offered great support. For the thesis itself, I did not approach him again which I would do if repeating the project. I felt confident carrying it out without consultation, however, I believe he could have given helpful tips and comments. Another weak point was the time management in the beginning in general. Overall I am confident with the time management, however due to two research methods, the field research itself was quite time-consuming. If I would repeat the thesis, I would try to start the entire research part earlier to be able to have more time for the analysis and advice.

Not necessarily a weak point, but something critical is the topic itself. Marketing entails quite a lot of aspects, components and characteristics related to it. During the project, I realized that there could be many more (more specific) researches and sub-projects done about the topic.

As for personal development, I not only learned much more about promotional activities and the importance of market-specific marketing, but also improved my independent working abilities. Being able to work on an “own” project with a “real” client helped me become even more independent and taught me not to hesitate in case of questions.

4.2 Value for the industry

The need that is addressed in this project is certainly an issue for the whole industry. Yield management, approaching the right customers in the right way at the right time is crucial nowadays.

Tailored marketing activities are necessary in order to reach clients correctly and be able to increase business. Therefore, the topic itself provides value for the industry as a whole. As mentioned before, the outcome could be applied to a larger population. However, since cultural and political characteristics are considered as well, the results might not apply to other business in the industry (such as other nationalities). The thesis itself is responsive to the recognized needs of the industry in the sense that tailored/customized promotions are necessary for every company. Especially in tourism, there is a lot of variety among businesses and clients and the services they require. Hence the amendment to one specific market has a lot of meaning and a large impact on sales. It needs to be taken into account that there are constant changes and the industry develops quickly. Therefore, even though the project is relevant at the moment, the situation and outcomes might differ in the future. However, I believe this project provides value for the industry and showed how important it is to customize and adapt to a certain clientele in order to be most profitable.

5. Reference list

- Al-Jeshi, W. R., Al Ghamdi, H., Mira, H., & Abdulqader, I. (2012). *Principles of Marketing*. Prince Mohammad Bin Fahd University.
- All about lean. (2016). [Photograph of PDCA cycle]. Retrieved from <https://www.allaboutlean.com/pdca/>
- ASQ. (2004). *Plan-Do-Check-Act Cycle (PDCA Cycle)* – ASQ. Retrieved June 2, 2018, from <http://asq.org/learn-about-quality/project-planning-tools/overview/pdca-cycle.html>
- Brotherton (2008). *Researching Hospitality & Tourism*.
- Elmer E. Rasmuson Library. (2015, April 24). *Evaluating Information Resources* | Elmer E. Rasmuson Library. Retrieved February 13, 2018, from <https://library.uaf.edu/ls101-evaluation>
- Farooq, M. (2015, May 2). *Non Probability Sampling* [Video file]. Retrieved from <https://www.slideshare.net/UmarFarooq15/non-probability-sampling-47668521>
- Golafshani, N. (2003). *Understanding Reliability and Validity in Qualitative Research* (8). Retrieved from TQR website: <https://nsuworks.nova.edu/cgi/viewcontent.cgi?article=1870&context=tqr>
- Hotels and More Ltd. (n.d.). *Hotels & More / B2B Tour Operator Providing Travel Solutions*. Retrieved January 2018, from <https://www.hotels-more.com/en/about>
- Išoraitė, M. (2016). *Marketing Mix Theoretical Aspects*
- Kelle, U. (2006). *Combining qualitative and quantitative methods in research practice: purposes and advantages*
- Kotler, P., & Armstrong, G. (2018). *Principles of marketing* (13th ed.). Retrieved from [https://books.google.co.uk/books?hl=en&lr=&id=ZW2u5LOmbs4C&oi=fnd&pg=PA16&dq=Kotler,+P.+\(2008\).+Principles+of+Marketing:+Fifth+European+Edition&ots=BZXnBd1cw&sig=5z1Q-BmYp0g7dxcUFRI01iBtOe8#v=onepage&q&f=false](https://books.google.co.uk/books?hl=en&lr=&id=ZW2u5LOmbs4C&oi=fnd&pg=PA16&dq=Kotler,+P.+(2008).+Principles+of+Marketing:+Fifth+European+Edition&ots=BZXnBd1cw&sig=5z1Q-BmYp0g7dxcUFRI01iBtOe8#v=onepage&q&f=false)
- Lamb, C. W., Hair, J. F., & McDaniel, C. D. (2012). *Essentials of marketing* (7th ed.). Retrieved from https://books.google.co.uk/books?id=LcsIAAAQBAJ&pg=PT542&dq=%22promotional+mix%22&hl=en&sa=X&ei=6S79U_unBvjJsQSD64CwAQ&redir_esc=y#v=onepage&q=%22promotional%20mix%22&f=false
- McDaniel, Lamb & Hair (2012). *Marketing Essentials (7th edition)*

- Moen, R., & Norman, C. (n.d.). *Evolution of the PDCA cycle*. Retrieved from http://www.uoc.cw/financesite/images/stories/NA01_Moen_Norman_fullpaper.pdf
- Mullin, R. (2010). *Sales promotion: How to create, implement & integrate campaigns that really work* (5th ed.). Philadelphia, US: Kogan Page Limited.
- Pour, B. S, Nazari, K. & Emami, M. (2012). *The effect of Marketing Mix in attracting customers: Case Study of Saderat Bank in Kermanshah Province*
- QuickMBA. (n.d.). *Product Life Cycle*. Retrieved February 2018, from <http://www.quickmba.com/marketing/product/lifecycle/>
- Rajack, Econsultancy, J. (2017, April 3). [Graph]. Retrieved from <https://econsultancy.com/blog/68958-the-five-key-steps-towards-understanding-the-customer-journey-and-where-most-marketers-are-stuck>
- Riley, J. (2015). *Marketing & Buyer Behaviour – the Decision-Making Process* | tutor2u Business. Retrieved February 2018, from <https://www.tutor2u.net/business/reference/marketing-buyer-behaviour-the-decision-making-process>
- Riley, J. (2015). *Sales Promotion* | tutor2u Business. Retrieved February 2018, from <https://www.tutor2u.net/business/reference/sales-promotion>
- SonnenklarTV. (2018). *sonnenklar.TV – Günstig Urlaub & Reisen buchen – Billige Urlaubsreisen – günstig verreisen – billig Reisen – günstig in den Urlaub*. Retrieved April 7, 2018, from <https://www.sonnenklar.tv/>
- Staff, I. (2015, September 11). *Four Ps*. Retrieved February 2018, from <https://www.investopedia.com/terms/f/four-ps.asp>
- Taylor, J. (2017, October 18). *NPS : Comment transformer vos clients passifs en promoteurs ?* Retrieved May 19, 2018, from <https://wizville.fr/blog/transformer-clients-passifs-promoteurs/#>
- Tour Partner Group. (n.d.). *Homepage – TourPartnerGroup*. Retrieved January 2018, from <https://tourpartnergroup.com/>
- Visit Britain. (2018, February 2). *Inbound tourism trends by market*. Retrieved January 2018, from <https://www.visitbritain.org/inbound-tourism-trends>
- Wainer, H., & Braun, H. I. (1988). *Test validity*. Hilldale, NJ: Lawrence Earlbaum Associates.
- Webster, F. E. & Wind, Y. (1972). *The Journal of Marketing*

6. Appendix

6.1 VisitBritain statistics

S3	fx 4064 4/20529999																											
NB: first row and column are locked		TOTAL VISITS RANK												YEAR HIGHEST RANK (2003-16) ACHIEVED/EQUALLED	TOTAL VISITS (000)													
Visits from residents of:	2016	2015	2014	2013	2012	2011	2010	2009	2008	2007	2006	2005	2004	2003	2016	2015	2014	2013	2012	2011	2010	2009	2008	2007	2006	2005	2004	2003
France	1	1	1	1	1	1	1	1	2	2	2	2	2	2	4064	4171	4114	3974	3787	3633	3618	3784	3636	3404	3693	3324	3254	3073
USA	2	2	3	3	3	3	3	3	1	1	1	1	1	1	3455	3286	2976	2778	2840	2846	2711	2877	2950	3551	3896	3438	3616	3346
Germany	3	3	2	2	2	2	2	4	4	3	3	3	3	3	3341	3249	3220	3048	2987	2947	3004	2780	2900	3376	3411	3294	2968	2611
Irish Republic	4	4	4	4	4	4	2	2	4	4	4	4	4	4	2897	2632	2486	2350	2453	2574	2629	2948	3070	2970	2909	2806	2578	2488
Spain	5	5	5	6	6	5	5	5	5	5	5	5	6	6	2397	2197	1986	1746	1716	1836	1809	2164	1974	2227	1981	1786	1465	1206
Netherlands	6	6	6	5	5	6	6	6	6	6	6	6	5	5	2062	1897	1972	1891	1735	1789	1758	1715	1818	1823	1791	1720	1620	1549
Italy	7	7	7	7	7	7	7	7	7	7	7	7	7	7	1990	1794	1757	1636	1521	1526	1472	1221	1639	1615	1477	1186	1348	1168
Poland	8	8	8	8	9	9	8	8	8	8	8	9	13	15	1921	1707	1494	1339	1222	1057	1101	1041	1482	1294	1326	1041	528	325
Belgium	9	9	9	9	10	8	10	9	9	9	8	8	8	8	1049	1175	1122	1174	1113	984	1136	903	970	995	997	1112	1104	936
Australia	10	10	10	10	10	8	10	9	10	10	10	10	9	9	982	1043	1057	1058	993	1093	986	912	955	941	956	919	787	723
Switzerland	11	11	13	12	11	12	14	11	13	13	12	13	11	11	940	872	864	807	832	768	623	701	702	738	745	699	597	564
Romania	12	16	16	16	20	21	20	24	30	28	44	49	47	46	891	693	471	377	267	259	233	193	171	194	85	49	59	42
Canada	13	15	14	14	13	12	12	11	11	11	11	10	10	10	828	708	649	731	704	740	686	687	857	852	868	796	740	652
Sweden	14	12	13	12	11	11	11	14	12	12	13	12	12	12	821	850	889	784	777	794	758	604	743	748	714	728	585	533
Denmark	15	14	14	15	15	15	15	13	15	15	15	15	14	14	730	756	662	696	636	614	550	614	560	561	526	538	476	419
Norway	16	13	11	11	13	14	13	15	14	14	14	14	14	13	700	771	874	838	771	739	649	573	688	609	638	627	510	433
Portugal	17	19	17	20	18	17	20	20	22	22	22	21	21	21	492	392	395	285	292	283	316	255	275	280	242	222	213	193
India	18	18	17	16	16	16	18	17	17	16	21	20	20	20	415	422	390	373	339	355	371	273	359	336	367	272	255	199
Czech Republic	19	17	19	18	17	17	19	16	16	16	19	18	18	19	414	465	352	356	325	286	278	389	435	398	323	292	274	207
Hungary	20	21	20	21	21	27	22	19	18	18	21	20	23	29	387	328	323	276	262	210	214	260	300	333	278	274	188	111
United Arab Emirates	21	20	23	19	23	22	23	21	24	29	28	33	28	28	365	347	260	304	256	241	213	246	232	187	178	133	147	113
Austria	22	23	22	22	19	20	18	17	19	21	20	19	17	18	302	277	263	275	268	271	288	286	286	290	300	287	295	263
Finland	23	26	24	27	27	24	29	27	28	26	26	26	27	20	261	245	255	212	208	233	170	167	179	198	190	174	156	122
China	24	25	34	30	28	33	39	40	39	33	37	36	34	39	260	270	185	200	179	149	109	89	108	143	107	95	95	68
Bulgaria	25	38	35	42	36	42	41	37	41	41	52	51	63	45	248	173	184	125	138	97	88	113	102	97	49	39	22	42
Japan	26	34	27	25	24	23	21	23	23	19	16	16	16	16	246	194	222	225	243	237	223	235	239	308	342	332	347	314
Lithuania	27	24	30	29	30	30	33	36	32	27	33	32	36	58	242	271	198	202	171	178	137	120	156	195	148	134	83	23
Greece	28	28	26	31	31	25	27	25	27	30	27	24	22	22	227	225	238	181	159	225	174	193	204	166	179	199	203	185
Hong Kong	29	33	37	35	38	32	35	32	35	36	30	29	29	26	218	204	159	163	135	149	131	143	130	136	154	146	145	131
New Zealand	30	31	32	34	29	29	25	26	25	23	25	23	24	24	213	207	196	165	175	187	187	209	227	223	210	174	144	
Israel (inc. Palestine)	31	32	33	32	36	31	31	28	31	35	29	31	25	23	209	205	185	179	138	164	158	158	160	138	164	140	159	162
South Korea	32	29	29	28	32	35	38	45	36	31	31	27	31	30	198	224	202	202	158	141	115	75	128	157	153	149	138	109
Turkey	33	35	31	37	35	38	36	39	34	34	32	35	33	33	196	192	196	154	145	126	129	98	130	142	151	99	95	92
Singapore	34	30	36	39	33	36	37	38	38	40	39	40	35	34	188	209	180	144	154	132	123	111	118	98	99	85	87	79
South Africa	35	27	28	24	26	28	24	22	21	20	17	17	19	17	188	231	217	225	211	194	208	245	274	297	351	306	269	266
Brazil	36	22	21	23	22	19	26	29	29	37	36	37	38	37	187	324	293	258	260	276	177	151	179	131	112	92	78	70
Malaysia	37	36	38	33	40	37	34	35	45	43	39	32	36	36	183	176	158	171	116	130	133	121	76	87	85	86	105	74
Slovakia	38	37	41	38	39	40	32	30	22	25	23	28	46	50	156	175	132	146	120	117	154	150	254	207	242	148	83	36
Saudi Arabia	39	40	39	41	41	41	42	41	42	46	46	44	44	40	152	147	144	126	111	105	79	89	94	82	65	61	64	63
Russia	40	39	25	26	25	26	28	33	26	24	24	25	27	25	147	164	249	214	227	211	170	137	208	224	241	177	148	138
Argentina	41	41	42	44	42	43	46	47	58	53	56	59	55	52	146	129	119	116	104	81	63	69	36	41	37	27	32	29
Latvia	42	45	48	46	46	44	47	42	46	44	40	43	57	72	127	113	78	95	75	80	62	83	71	87	89	68	30	13
South Cyprus	43	43	43	43	42	39	40	34	37	39	38	34	40	31	125	124	112	117	104	118	98	124	120	119	105	99	70	104
Kuwait	44	46	44	40	49	47	50	50	53	49	48	48	51	44	112	104	102	128	66	71	51	60	45	63	59	51	40	43
Mexico	45	47	47	45	44	45	43	43	48	50	41	41	42	35	106	102	92	109	84	78	67	81	65	58	88	78	67	76
Luxembourg	46	44	46	47	45	46	49	51	49	43	47	50	45	47	104	122	97	90	83	73	53	60	62	88	65	49	63	42
Nigeria	47	42	40	36	33	34	30	31	33	32	34	30	30	32	101	128	134	157	154	142	168	145	150	154	146	143	141	102
Iceland	48	51	51	52	52	54	53	47	38	42	42	42	37	38	92	70	61	58	51	50	41	44	71	124	87	77	83	68

6.2 AAOCC application

Authority/Accuracy

Charles W. Lamb and Joseph F. Hair have both obtained a doctorate and published a large number of marketing-related books. The information is correctly written, specific and verifiable to be found in the book. Book is also attached to copyrights.

Currency

The book was published in 2010. In the preface the authors explain what is new in this edition and how this book is different from previous versions which shows their innovation and progress of new findings and information. Also, the authors cover current marketing practices and new features.

C. W. Lamb & J. F. Hair (2010).
Essentials of Marketing

Objectivity

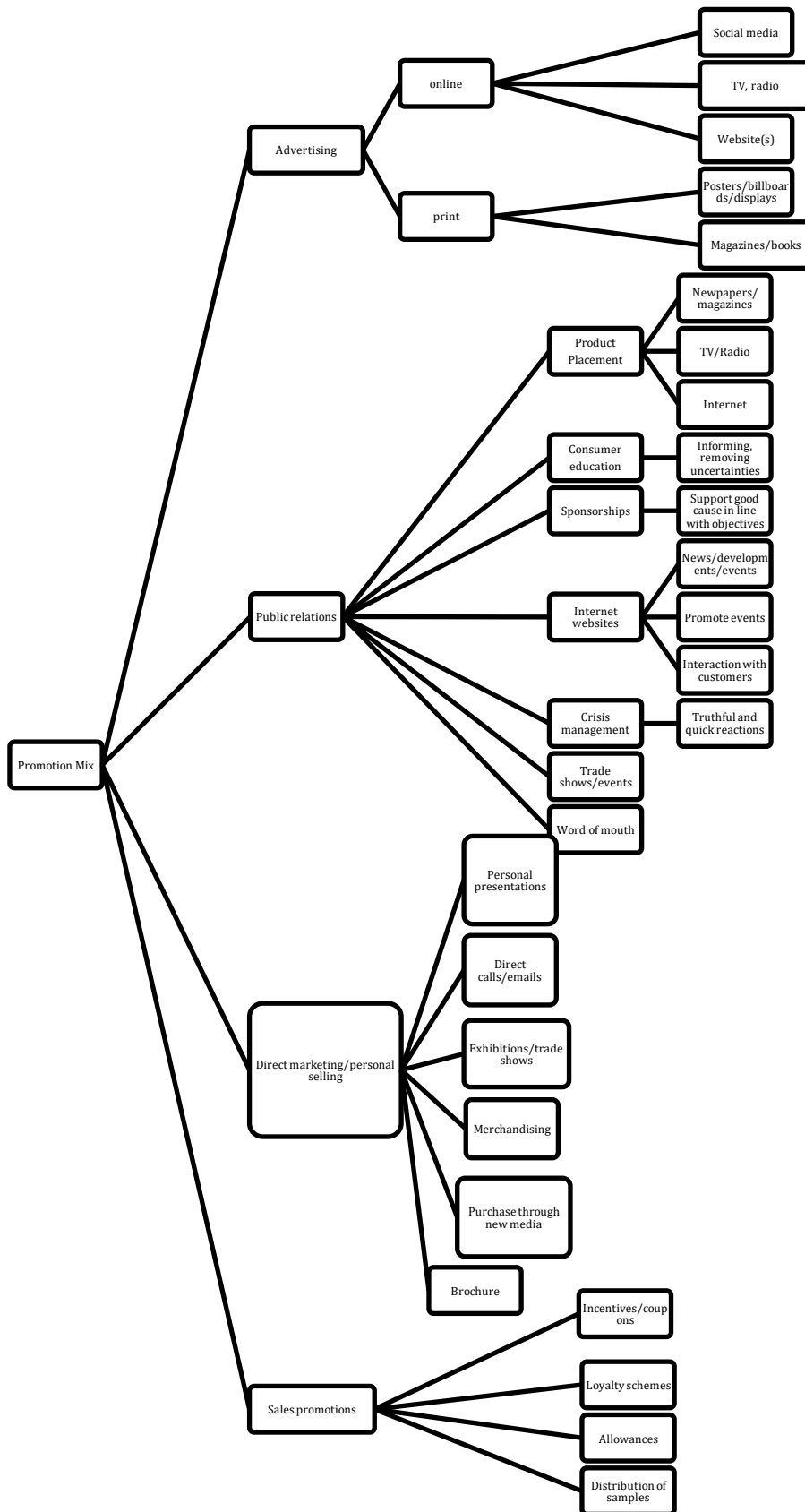
The information found in the book is informative, no relation to an agenda is visible, written in an objective manner, no advertisements or references to own agendas visible

Coverage

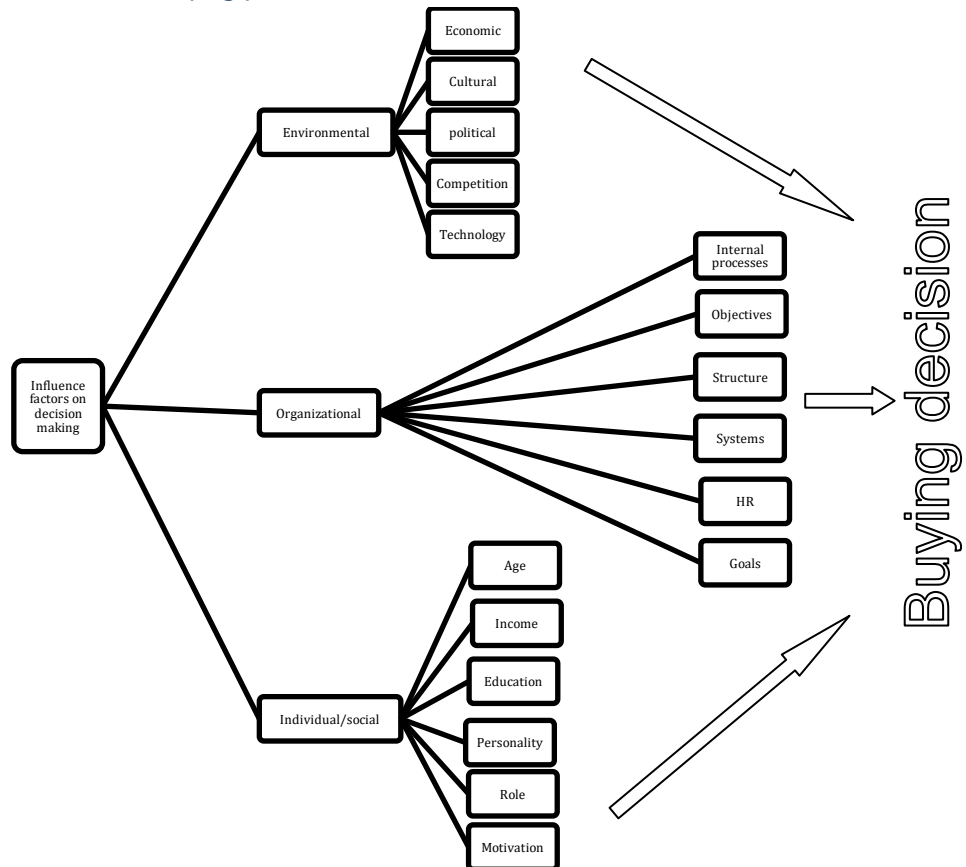
The information found in the book covers the exact topic that was searched for. the literal models that needed to be analysed are explained.

6.3 Operationalisation

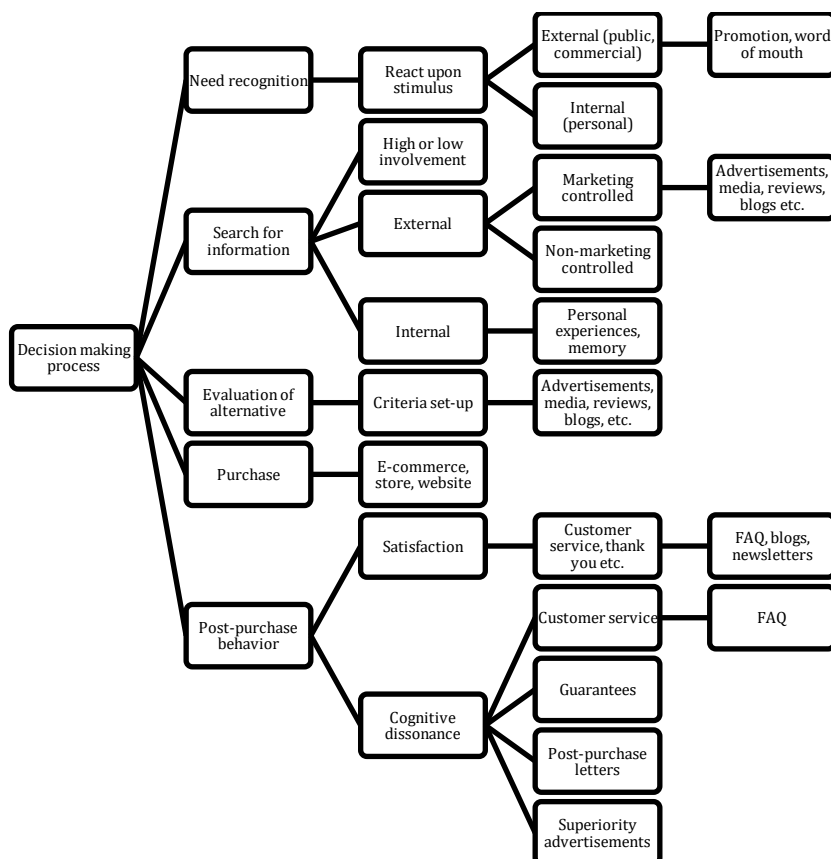
6.3.1 Promotion Mix



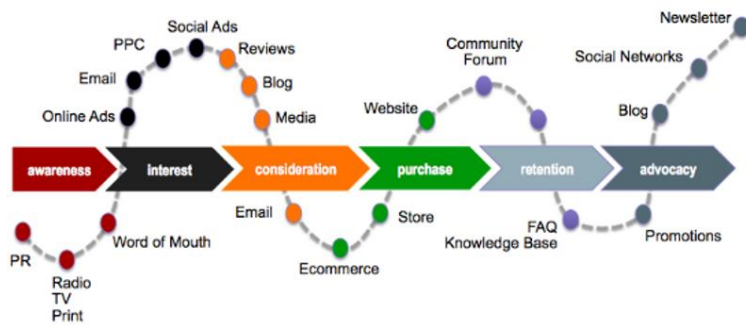
6.3.2 Buying behavior and buying process



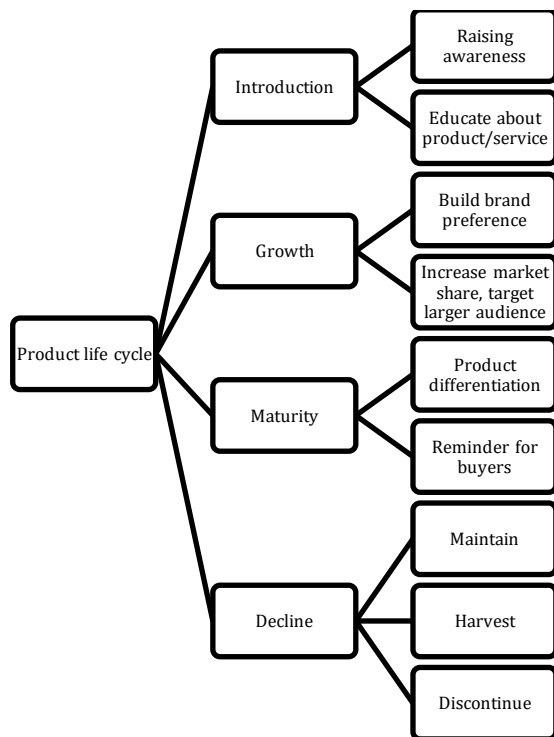
6.3.3 Decision making process and customer journey



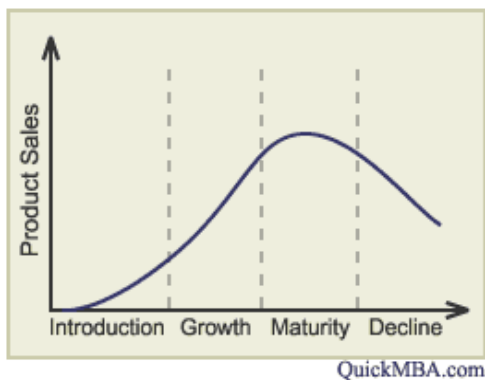
6.3.4. Customer Journey by J. Rajeck (2017)



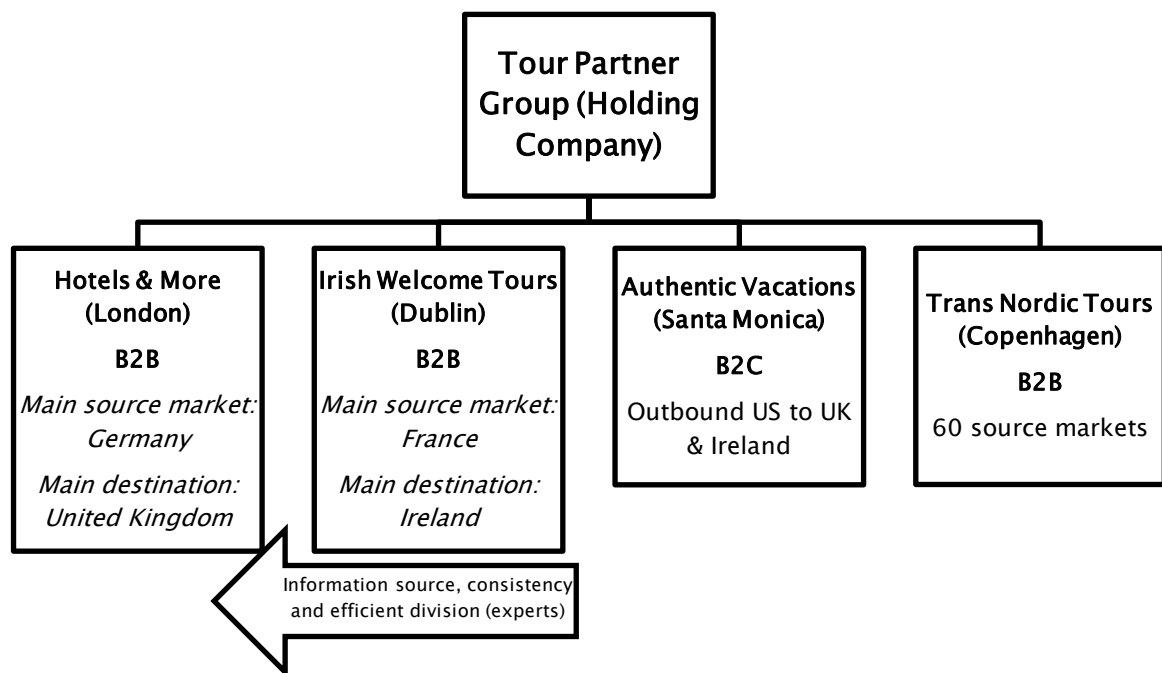
6.3.5 Product life cycle



Product Life Cycle Diagram



6.3.6 Tour Partner Group Illustration



6.4 Element characteristics

EXHIBIT 14.3

Characteristics of the Elements in the Promotional Mix

	Advertising	Public Relations	Sales Promotion	Personal Selling
Mode of Communication	Indirect and impersonal	Usually indirect and impersonal	Usually indirect and impersonal	Direct and face-to-face
Communicator Control over Situation	Low	Moderate to low	Moderate to low	High
Amount of Feedback	Little	Little	Little to moderate	Much
Speed of Feedback	Delayed	Delayed	Varies	Immediate
Direction of Message Flow	One-way	One-way	Mostly one-way	Two-way
Control over Message Content	Yes	No	Yes	Yes
Identification of Sponsor	Yes	No	Yes	Yes
Speed in Reaching Large Audience	Fast	Usually fast	Fast	Slow
Message Flexibility	Same message to all audiences	Usually no direct control over message	Same message to varied target audiences	Tailored to prospective buyer

481

6.6 Interview guide

Interview Guide

The interviews will take place with different parties from Hotels & More as well as the sister company Irish Welcome Tours. The student intends to interview Vera Lett, Commercial Director at Hotels & More, Marie-Laure Devigne (Sales Manager France) and a France Sales manager at IWT. Hence the questions below are not specifically focused on Hotels & More but kept general.

The student set up open questions to gain as much insight as possible while sub-aspects are mentioned to make sure all topics are covered. Follow-up questions should be asked. This interview is mainly based on the operationalized promotion mix to gain insight into what is being done (or should be done differently) with regards to the specific components. The resulting outcome will be used as a basis for the surveys in the market itself. The surveys will then be based on the buying behavior and decision making operationalized concepts as this can become much more specific.

- Introduction student, introduction interviewee, ask for permission to record and use results with name, state approximate duration of the interview
- Goal of the interview: to get insight into different aspects of promotion for the French market and the market itself, outcome of revised promotional plan for the French market
- Questions and sub aspects

1. What is your role?
 - How involved in the French market (contact frequency)
2. To what extent do you think does the French market vary from others?
 - Compare to e.g. Germany
 - What exactly is different, should be treated differently

- Typical characteristics
- 3. With regards to the company's advertising (online and print), what is currently done for the French market specifically (content and frequency)?
 - Social media
 - Magazines
 - Posters
 - Websites
 - TV/radio
 - Also: Is any of this done for other markets at once (e.g. Germany)?
- 4. With regards to public relations, what is currently done for the French market specifically (content and frequency)?
 - Product placements in magazines
 - Product placements on websites
 - Informing about the destinations, removing uncertainties (relating to crisis management)
 - Sponsorships
 - News, events, updates, interaction with customers
 - Trade shows
 - Word of mouth
 - Also: Is any of this done for other markets at once (e.g. Germany)?
- 5. To what extent does personal selling take place (content and frequency)?
 - Presentations
 - Direct calls/emails
 - Trade shows
 - Client visits
- 6. To what extent are sales promotions being done?
 - Loyalty programs
 - Incentives
 - Free samples/trials
 - Is this similar to other markets as well (e.g. Germany)?
- 7. From your experience, what distinguishes the French market at most from others?
 - What products they buy
 - When they buy
 - How they search for information
 - Communication
- 8. Are there any factors that influence the buying behavior of the French market?
 - Culture
 - Politics
 - Motivational
 - Structure of French travel companies
- 9. What are current or potential future bottlenecks or problems with regards to promoting for the French market?
- 10. Is there anything you would like to add?
- Thank you and closing (double-check again permission to use name and results)

6.7 Interviews

6.7.1 Marie Laure Devigne

Interview promotional activities at Hotels & More

Harrow, April 16th 2018, 42:00 min.

Interviewer (IR): Luisa Lütkemeyer

Interviewee (IE): Marie Laure Devigne, Sales Manager at Hotels & More

Interview number : 1

1 IR: Hello Marie Laure.

2 IE: Hello Luisa.

3 IR: Thank you very much for taking the time for me today to have this interview. Just to give you a
4 short introduction, I mean you know me, I don't need to give you an introduction about that, before we
5 start I would like to have you confirm that it's okay that we record this and that I use your name in my
6 thesis.

7 IE: No problem.

8 IR: Perfect, thank you. This will take approximately 30 minutes, maybe a little bit less depending on if I
9 get the information that I would like to get.

10 IE: Okay.

11 IR: The goal of the interview is to get insight into the different aspects of the promotion for the French
12 market and the market itself because what we're trying to do is to look at how they want to be
13 approached, how they want to communicate and what they want to see and receive. And, yeah, I'm
14 just gonna ask you a few questions and ...

15 IE: No problem.

16 IR: ... whatever comes to your mind, spit it out.

17 IE: I will tell you.

18 IR: First of all, maybe a short introduction about what you exactly do, what is your role, and what's the
19 contact frequency with French customers for you?

20 IE: Daily, it's daily.

21 IR: Yeah!

22 IE: Ok, so I'm the manager of the "Rest of the World" team, but I'm focusing mostly on the French
23 market definitely. So I'm dealing with the team first of all, that's the first thing I have to do. And then I'm
24 dealing with the development and also with the most important clients, existing clients. We have
25 divided clients between existing clients – the ones that are already working with us – and new
26 potential clients, so I'm more focusing on development.

27 IR: Yeah, okay.

28 IE: So calling clients on a regular basis, doing some research as well to find new potential and then
 29 visiting them if you need to visit them, if they are big enough to be visited.

30 IR: Yeah, okay, I'm not sure how familiar you are with the German market. What do you think are
 31 typical characteristics of the French market, how they want to communicate, how often, do they want
 32 to meet, do they like phone, do they like email, whatever comes to your head, what's typical for the
 33 French market?

34 IE: The French market is a totally different market than the German market. I'm not familiar with the
 35 German market, but I know that the French market is totally different. The use of travelling are not the
 36 same at all. Not at all. They want to take their time, they want to have fun. They want to, food is part of
 37 the trip. It's just like really important that they just take some time to experience the food definitely. So
 38 they want a break, so at least you can have one activity in the morning and one activity in the
 39 afternoon, but not more than that. They just want to relax, they want to take their time to visit.
 40 Sometimes they want to be in the hotel early as well because they feel like you know they want to rest
 41 in the evening, but food is definitely something really important to them, so that's totally different. Then
 42 after that, they are quite tricky as well. They don't want to be chased. Regarding the B2B agency, they
 43 don't want to be chased, they like being called on a regular basis, but not that much, so if you just call
 44 them three weeks after you just call them, they will say "why are you calling me back?" ...

45 IR: Oh, wow.

46 IE: "You have called me last week" – "no I have called you three weeks ago" – "oh, yeah but that's the
 47 same" ...

48 IR: Okay.

49 IE: So it's quite like, you have to be really careful because they don't feel like being called on a...
 50 yeah. Regarding special offers, that's the thing as well, we are sending newsletters and we were
 51 sending them on a weekly basis and it just (not understandable), it's just too much. They say "it's too
 52 much, could you please just send less newsletters as well because it's just too much, we just don't
 53 have time to watch it.. so they don't want to be chased, they don't want to be like harrassed...

54 IR: ... stressed...

55 IE: ... like it's a kind of harrassment, just as a metaphor. An example, you have a French person that
 56 is going in a shop, you know doing some shopping for example. And the shopkeeper is just coming
 57 saying "could I help you", they will feel that's it's kind of harrassment and they will feel that "ah you
 58 know I just want to have a look you know"...

59 IR: Don't stress me...

60 IE: They don't like that. They don't like that at all, so you have to be really careful and not doing that
 61 kind of, they just imagine that as a kind of harrassment or some pushing. And they don't like to be
 62 pushed.

63 IR: Okay.

64 IE: So you really have to be like, really diplomatic and have a really good reason to call, haha.

65 IR: That's also actually my next question. For the advertising that we did because I know that we sent
66 newsletters and that then they said it's too often.. Do you know about any TV, radio advertisements
67 they would like to have, or any magazines they would like to receive, any information about the
68 destination, any other kind of advertisement that they really like – online or offline?

69 IE: Usually they are receiving... it depends. If they are a travel agency or if they are a coach operator.
70 Because they are not interested in the same thing, they are not like... so if they are travel agencies,
71 they are mostly working with individuals and they have just like a "Quotidien du Tourisme" or some
72 stuff like that because they just want to have like general news regarding what (not understandable)
73 news like that. They are not really interested in things regarding destination to be frank because a
74 travel agency most of them they have been trained and have some degree in Tourism, so, but the
75 coach operator are the ones who need information regarding destination because those ones they are
76 coach operators, and most of the time they were just like doing transportation. And then at one point
77 they just decided to "okay, how can we grow the business? Let's have an agreement to be like a travel
78 agency". And that's the person that was like doing transportation that didn't know a thing about
79 destination.

80 IR: Yeah, yeah.

81 IE: And that's the one that are just like going into newspapers regarding destinations, or newsletters
82 and are interested in more trainings because that's the ones that haven't like a degree, haven't been
83 trained because they were just doing transportation and they developed to grow the business into that
84 and they just did like a... so those ones they are more into like "Voyages du Groupe". That is a
85 newspaper as well, a kind of magazine and in this one, yes you have like this destination, you have
86 like a, some articles about fam trips that have been done in, I don't know, Edinburgh whatever. But it's
87 just like more complex. Travel agencies are more into new techniques, new software to work on, all
88 that kind of things, but not really into.. and also with the tendencies as well you know, travel agencies
89 are more into tendencies, what is more popular, what is the new destination that is growing and coach
90 operators, no they are just like, they are dealing more with seniors – coach operators – so they are
91 looking for more things traditional and just like that.

92 IR: So we, so you say, I mean we have to distinguish between travel agencies and clients and
93 suppliers.

94 IE: Yeah. Yeah yeah.

95 IR: So this project will only deal with travel agencies for the clients, so you're saying destination
96 knowledge or anything that they need to know they basically do already know. So we don't really need
97 to inform them about new trends and developments, or would you say that that could be content of
98 whatever we send out, newsletters, social media...?

99 IE: They are interested in new things, new products.

100 IR: Yeah.

101 IE: Definitely. They want new products. They want something original. But a coach operator, I was
102 telling you, is also a travel agency.

103 IR: You consider them as well travel agencies?

104 IE: Yeah.

105 IR: Okay.

106 IE: Because they have the part of the business it's just like doing transportation. But then when they
 107 grow the business, they just want to have that things, (not understandable) an agreement and start
 108 creating travels.

109 IR: Yeah.

110 IE: And those ones definitely need trainings on the destination.

111 IR: Okay, yeah.

112 IE: That's why I was just like making the difference.

113 IR: Yeah, okay!

114 IE: Just like those ones, because they are not used to do that before. It's just like, you know somebody
 115 is just coming, I need a coach for that time, let me give you a coach and that's it you know.

116 IR: Yeah.

117 IE: They are just organising that. But then after that they start like doing some trips themselves and
 118 just like saying heee and just like selling to the people that are around. And most of the time they don't
 119 know anything about the destination because they haven't done it before, so that's the one who
 120 definitely needs destination newsletters, news things. Travel agencies they also need, but more like
 121 trendy things, new products, they are always looking for something original because you know there
 122 are so many competition in France. They want something that is different ...

123 IR: Yeah, yeah.

124 IE: ... from the others. So yeah no no, it is really important.

125 IR: It's a good point that we distinguish ...

126 IE: Yeah.

127 IR: ... because can't be general. With regards to public relations, we talked about the destinations –
 128 what do you think about interaction with customers, if you think about trade shows, or meetings, how
 129 often is it important to French clients to meet in person, or not that often?

130 IE: It's really important to meet the French clients. Definitely, really really important. That's the key for
 131 the market. Because French people they do not trust a company, they trust a person.

132 IR: Okay.

133 IE: So if you do not go, and you do not meet them, they will never work with you.

134 IR: Yeah, that's interesting.

135 IE: Yeah, that's really really important. They definitely want to meet the person. And it happened to me
 136 many times, I have an example: I went with Bernadette from IWT and we visited one client in Paris. It's
 137 quite a, it's a medium travel agency, so with potential. And he's just like "oh, I'm really happy to see
 138 you guys, I was not working with you because I didn't know you".

139 IR: Oh ...

140 IE: And we were just like "you didn't know the company?" and he's like "Oh no I've heard about that
 141 company, but I didn't know you physically. So now that I know you, I'm gonna work with you and I'm
 142 going to do the business ...

143 IR: Wow.

144 IE: ... because you know the competitors, they have come and they have visited me, E-Voyages, they
 145 have visited me, Jac Travel they have visited me, but you haven't, you have never come." So I know
 146 this guy, everytime he is asking us, everytime he has a request like come to us and just, sometimes
 147 we win, sometimes we don't you know because it's a case of prices as well. But before, he was not
 148 even requesting us, he was just sending to other people and not asking us.

149 IR: Cause he never met you.

150 IE: And that's definitely important, really really important. Especially with the small ones that are in the
 151 countryside and nobody comes to see them you know?

152 IR: Mhm.

153 IE: But when you go there, they just feel like so important, you know. "You've come to see me, you
 154 know, that's so nice. I'm gonna work with you because you have come and see me, so I'm gonna work
 155 with you".

156 IR: Wow.

157 IE: And definitely on the French market it's really really really important, because they trust the person,
 158 not the company. That's the person – the representative, so ...

159 IR: Wow... and same for trade shows? What do you... I mean I don't know how it was for Top Resa
 160 for example, if you made appointments before or...

161 IE: For Top Resa we made appointments before, but sometimes we're just like French, I'm sorry, we
 162 are really tricky and are not like better. They are quite independent.

163 IR: Okay.

164 IE: So we tried to get some appointments. But the thing is that, when they are going to Top Resa, they
 165 don't really know how it's going to be organized and it's very big. And they don't want to be at the
 166 other hand of the exhibition and having that appointment that is blocking them, they have to come
 167 here and they are just like you know, they just want to go, and just walk, and they stop whenever they
 168 want. So they don't want to, they say "Yeah, I'm gonna come and see you" but they don't want to say
 169 "I'm gonna come at that time".

170 IR: Okay, yeah.

171 IE: Because they just want to walk and just do like that, you know like each different hallway, and just
 172 like walking like that and just, and then they stop whenever they want. They don't want, you know,
 173 they are independent cause they don't want to...

174 IR: Nothing scheduled, nothing...

175 IE: Nothing scheduled. They also, everytime we are just like "please, just because we have to fill that
 176 (not understandable)". We definitely have to, but yeah they don't want to. So they just say, yeah I'm
 177 gonna come, I'm gonna pop up. But I cannot tell you what time I'm gonna pop up. I can tell you that I
 178 will be there that day, but ...

179 IR: Okay.

180 IE: And for us, trade shows are not that important to be frank.

181 IR: Okay.

182 IE: It's better to go and visit the clients...

183 IR: Yeah.

184 IE: ...yourself. You just go, and they have time for yourself, and they just like take time to speak with
 185 you. And you can visit the office, and they are really proud of making you "oh here, it's the office, you
 186 know, we have like that many employees and they are just like" they are really proud of their business
 187 and they are happy to see you there.

188 IR: Yeah.

189 IE: When they go to Top Resa, when they go to a fair, they're just rushing from one place to the other
 190 because most of the time, they are not going for the whole week, they are going only one day. And
 191 they have many people to see because they just want to say hello to all the suppliers, you know. But I
 192 just say "hello", so they just come and they say "hello, how are things going" and they just talk with you
 193 like ten minutes, and they just go away because they just want to see everybody. So when you go and
 194 visit them, it's better because you have time, you can have a coffee, they just offer you a coffee, they
 195 just talk to you about everything, their whole life and.. so it's really really better to really visit them than
 196 going to that fair. Anyway, I'm not going to Top Resa this year.

197 IR: You're not going?

198 IE: Well, I'm just going as visitor.

199 IR: Ah, okay.

200 IE: And just maybe have some appointments there to see some clients but we are not having a stand
 201 this year.

202 IR: Yeah. Well, then it doesn't make sense.

203 IE: No, it's not relevant to be frank.

204 IR: Yeah. Okay, that's very interesting because I think that's also quite different from the German
 205 market. What do you think about word of mouth? Do you think there's like kind of a, I mean not like a
 206 network in the French market, but do you think that it's important to French clients to hear, like what
 207 they, a reputation for example about a company? Or do you think that they are all quite by themselves
 208 and they don't know anything about us, or anyone else?

209 IE: It's kind of important. It's kind of important. I would say that French people are the first one to check
 210 on TripAdvisor for hotels for example.

211 IR: Yeah.

212 IE: And every time you just offer an hotel and the hotel is just like, you know three, only three out of
 213 five on TripAdvisor or something like that they come back to you saying "ew, the hotel is not very well,
 214 you have more on TripAdvisor", so they are the first ones you know..

215 IR: Okay, okay.

216 IE: Then there is a very tough competition. And they are not really friends with each other. So would
 217 say that it's the opposite. If you are working with their competitors, they are not working with you,
 218 because the competitor is working with you. So you have to be really careful. That's the case, for
 219 example we have two clients in the East of France that are the biggest clients in the East of France.
 220 So we have (...) Voyages and we have (...) and we have been chosen by (...) which is a very old
 221 traditional fashion things you know, it's (...) we have been chosen. And (...) knows we are working
 222 with (...), so we were working with it before working with (...) but since we are working with (...) it's not
 223 working with us anymore. Because, yeah, because we are gonna offer the same things, same hotel
 224 that (...) is offering, so they want another supplier, to be like original and just like not having the same
 225 thing than (...) has.

226 IR: Okay, that's difficult.

227 IE: Yeah, that's really difficult. But because things are not going very well with (...) we have decided
 228 not to, like, to work with (...). But it's just like, that's how it is. And they are always asking you "are you
 229 working with..., because if you're working with them, I'm not gonna work with you, you know". So you
 230 have to be really careful when you are just saying you know... that's the reason why it's kind of tricky,
 231 you know usually we don't say who we are working with, or just saying we are working with xx, and not
 232 saying like the name. Because they are so much in competition, there are so much competition in
 233 France. It's the case of cultural things as well. We have (...) that we are working with and we have
 234 another agency that is called (...) and they are specialized in cultural trips, so only like ten people, but
 235 really cultural, you know really into the matter you know. And as we are working with (...) we cannot
 236 work with (...) because it's just like, yeah.

237 IR: Do these companies then also, like they also interested in completely different products then?

238 IE: Yeah!

239 IR: And they just want to be different then.

240 IE: They want to be different from the competitors. And they just say "if we work with them, we're
 241 gonna have the same hotels, because we have our suppliers". And that's true because we are gonna
 242 offer the same hotels. So they want another supplier with our hotel to be like different and just like...

243 IR: That's very interesting.

244 IE: Mh-mhm...

245 IR: Do you hold any presentations when you visit clients, or do you just go there for meetings?

246 IE: We're not doing that at the moment. We're not doing presentations, but we would like to do that
 247 because we have some of our coach operators working with us. They are doing like a brochure, and
 248 every year for example they are doing a kind of presentation to all the senior association and just like
 249 you know they invite all the seniors director or the senior association or workers association to come.
 250 And they just introduce all the destination things, all the products that are in their brochure. So we
 251 would definitely like to help, so we're going to offer them to come to that days and we are just like
 252 trying to find which companies are doing that. Just to go there or to send VisitBritain, or just to help to
 253 sell the destination. But at the moment we are not doing that. I know the Germans are doing, but we
 254 are not doing it. But the thing is that the French market is totally different as well because we don't
 255 have like big clients as the German market has. They have very big clients. We don't have big clients.
 256 And you don't have big clients in France because everybody is just doing everything, you know.

257 IR: Yeah.

258 IE: You don't have a specialist of Great Britain that is just doing everything for everybody in France for
 259 Great Britain, no. Everybody is dealing with everything...

260 IR: With everything, yeah.

261 IE: So you have like, 800 medium clients or 800 small clients, but you don't have like big clients.

262 IR: Yeah.

263 IE: So, just like, it could be good to go and make some presentations, but the thing is that you know
 264 that it's not going to be like... is it really worth it in a way? Because you're gonna spend like on day
 265 travelling, plus one day for (not understandable) coming back. And then at the end you're gonna have
 266 like, one trip... so is it worth it?

267 IR: Yeah. Forgot what I wanted to ask... Do you think that the French prefer... I mean I don't know
 268 how you communicate, via phone or email? But what's the response time, do they like to talk to you
 269 via email or rather have a phone call?

270 IE: Phone calls are important, definitely. Phone calls because it's just like you're saying in 30 seconds
 271 what you want to say.

272 IR: Yeah, exactly.

273 IE: Phone calls are really important. They just call you to say "oh blablabla, okay thank you" and that's
 274 it. Because writing emails is sometimes longer and then obviously when you write email, you're just
 275 starting to, you know "hello, I hope you are fine blablabla".

276 IR: Yeah, time consuming.

277 IE: You just like think about it, so it just takes more time. So French people are more into phone calls,
278 very quick things.

279 IR: But also not too often then, right?

280 IE: Not too often.

281 IR: Yeah, no chasing.

282 IE: No chasing at all.

283 IR: Is there any main difference with regards to price and products. Depending on how familiar you are
284 with the German market. Or booking behavior in general, when do they book, is it early, late? What's
285 the price range? I mean, I'm sure there is differences, so whatever is...

286 IE: They are really into pricing. They are really into pricing. And the thing is that for example, there are,
287 okay, so you have first of all you have the end clients. The end clients is just like a senior association
288 or worker association, you know. They are just having a meeting and just like "what can we do this
289 year, we have heard that Scotland could be nice", "that could be nice, we could offer Scotland", "yeah,
290 but also Iceland is quite popular at the moment, so you know", "yeah, yeah, Iceland is quite good as
291 well". And then after that they have like three or four different destinations. They are not fixed, they are
292 never fixed on one destination. They are (not understandable). So they just come to the agency, and
293 they just say "oh, we would like to go to Iceland..." and they just like. And then they go to another
294 agency, and then they go to another agency. So they just most of the time ask three different
295 agencies. And the three different agencies are going to ask three different incomings as well.

296 IR: Okay...

297 IE: So for one request, you have like nine different offers that are to be generated. Sometimes we
298 notice that because we just receive the same things coming from two agencies, and exactly the same
299 thing. So we know that they are in competition and we know that... so usually we just tell them. We do
300 not say which agency is in competition, you know that you are in competition with somebody on that
301 because we received several requests for that, so we just tell them. But yeah, so at the end you have
302 like three different clients, I mean three different agencies, three different suppliers, so that's the
303 reason why we have a conversion rate that is very low.

304 IR: Yeah.

305 IE: So in this case, you have to be the best because of course you are in competition with all your
306 competitors, and you have to. So that's the reason why yeah, rates are very important, definitely. Then
307 after, the use of booking, definitely they are pretty late.

308 IR: Mh-mhm...

309 IE: French people they are quite like, how can I say that, it's just like, they are really worried about
310 everything. And it was not the case before, but I think because of what happened in Paris, the attacks
311 everything and all those things because we are quite touched by all that as well. No they are just
312 waiting till the very late moment that everything is okay.

313 IR: Okay.

314 IE: And at the moment for an example, I know that the German team is working a lot on 2019. At the
 315 moment we are still working on September, October, November, December 2018. And we have, are
 316 still receiving some requests for May and June now.

317 IR: That's very soon.

318 IE: We are, yeah, we are still receiving for the summer, so they are really late definitely, really late.

319 IR: Yeah, that's very late.

320 IE: Really late. We haven't worked a lot... I was checking this morning, we have 94 offers pending at
 321 the moment, so meaning that we have sent the offers and we are waiting for the customer to come
 322 back to us saying I book or not. So we have 94 pending, 64, no, 98, 98, 64 are for 2018, 34 are for
 323 2019. Can you imagine? We are in April. We still have, like most of the requests that are still for the
 324 actual year. That's amazing, definitely.

325 IR: Yeah, yeah. And very different from Germany. That they're not in 2023 is surprising...

326 IE: Yeah!

327 IR: And the products that they buy? Do you think, I mean you said, you talked a lot about food and
 328 they wanna take their time and yeah, I mean what's maybe the average length of the tours they book,
 329 or where do they mainly go, what destination?

330 IE: Mhm, they don't like to be out for a long time from their place. So they are going for shorter trip,
 331 more and more. Usually they like cultural things, apart of the workers association because, so that's
 332 something you have as well, to you know separate. Because you have like the senior association, the
 333 senior association they really want something cultural, they don't want to be left on their own, and they
 334 want a guide for the whole trip, they want to visit many things, they want to stop for you know having
 335 like a proper lunch, proper dinner, being all together because they are not living together, they are not
 336 seeing each other you know.

337 IR: Yeah.

338 IE: They are just a club or an association. But the workers association they have different use of
 339 travelling, totally different use of travelling. Because those ones, they are seeing each other every day.
 340 They are working with each other every day. So when the company is organizing something for them,
 341 they don't want to be with the others, they are seeing them every day. So they are just going, but they
 342 want to have a free weekend, you know. They just want like okay, the transportation, the hotel and
 343 then they do whatever during the day, so it's totally different. They don't want the same thing, those
 344 two don't want, so for example, the workers association because they want a free weekend, they want
 345 to be intern, right in the center. Because they are doing things like themselves so they don't feel like
 346 travelling for like 30 minutes to go somewhere, or, they want to be intern. The seniors, it's totally
 347 different, because they are just running from one place to the other, the whole day. They don't like
 348 being intern, because they like something quiet. They want a hotel quiet that is not really intern
 349 because they will have dinner at the hotel, they will be totally exhausted, so they will stay in the hotel,
 350 they are not going out.

351 IR: Yeah, yeah...

352 IE: So it's totally different regarding product as well, we have both of it. So we have like hotel in the
 353 centers for younger and workers, and we have hotels around for the seniors. The seniors they want
 354 hotels that are just like, really good as well because they are going to spend time in the hotel, so they
 355 want more things. The workers they don't mind about the hotel because it's just sleep and they are
 356 young.

357 IR: Yeah.

358 IE: They don't mind. Just a basic (not understandable), like hotel chains or something in the center.
 359 The seniors they want something more traditional because they are going to spend time in the hotel,
 360 so they don't want a hotel chain because a hotel chain you can have everywhere. Something more
 361 traditional.

362 IR: So it's every important to distinguish between these two groups as well.

363 IE: That's really important for the beginning.

364 IR: So the clients, the travel agencies or coach operators, so these two that you mentioned are the
 365 end clients, right?

366 IE: Yeah!

367 IR: So the travel agencies, do they sell to both? Or do they focus on one?

368 IE: Most of the time they sell to both. Some of them are specialized in one or the other, but we know
 369 our clients and that's something we just like ask them straight away. Including when we are developing
 370 new businesses we just say "are you working with seniors or are you working with workers" and they
 371 say "oh mostly seniors or, but we have also some workers associations" you know, they are just like,
 372 something we keep because it's very important because you are not going to promote the same
 373 things. So definitely you have to, you know...

374 IR: ...distinguish, yeah.

375 IE: Yeah, and also when we have a request that is coming, and we are qualifying the request, we just
 376 ask it straight away because we are not going to put the same product for...

377 IR: Yeah.

378 IE: ...seniors or for workers, definitely.

379 IR: And, when for example a client, if we say potential clients, not a client that works with us yet, what
 380 do you think, how do they, how do they look for us, how do they look for incoming agencies they could
 381 work with? Do you think they just do research online, or do they, yeah what do they...

382 IE: The end clients you mean, or the travel agencies?

383 IR: No, the travel agencies.

384 IE: The travel agencies usually they... I think historically, the ones we are working with for a long time,
 385 if they are happy with them they just request them. Then after that, the ones that are selling, the one
 386 that we have visited as well, the ones, they are not especially looking for somebody, they are just
 387 waiting for people to come, you know. If they have like two contacts, if they are working with Jac, and
 388 they are working with E-Voyages, they are not going to look to find somebody else you know. They are
 389 already the partner, so they... unless you just come and you just call them, and they are like "ah yeah,
 390 but next time I will ask you as well" and the next time they just ask you as well.

391 IR: Okay.

392 IE: And it's kind of, you have to have the best product when they just come like that. But, I, first, no
 393 they will not look for, you know, somebody else if they already have their partner.

394 IR: Yeah, yeah. And what do you, is there any companies that, let's say, I'm always thinking how do
 395 they, if there's like a start-up or like a new young company, I don't know if there are any, how do they
 396 look for us, how do they find us, where can they find us? Where do they look, you know what I mean?

397 IE: There is, I think there is nowhere, apart from trade shows as well, just going into that part and just
 398 like say "ah this one, I don't know this one" you know, and just like... But to be frank, having gone to
 399 Top Resa, at the end of the day, we were just looking how many clients we had seen. Most of the
 400 clients we had seen were just like clients we already knew.

401 IR: Yeah! Okay, yeah.

402 IE: So if it's a new company, I suppose that they will go, you know that there is the newsletter, the
 403 DMC newsletter that you can receive? I can transfer this one to you, yeah that is an incoming
 404 newsletter and I suppose – from France – and I suppose they just like registering and just having all
 405 the, everybody is registered on that, so then after that you just like make some, you know research on
 406 the internet and just... but yeah.

407 IR: Do you think the French are big on internet? Social media, anything?

408 IE: Yeah.

409 IR: Also doing the research about Hotels and stuff...

410 IE: Yeah, quite. They are really keen on internet, yeah, definitely. That's the first, I mean generally
 411 speaking.

412 IR: Yeah, yeah.

413 IE: When you're just talking – that's something I do not see with people here –

414 IR: Yeah...

415 IE: ... but generally speaking with my friend, you're just like having a talk. And just like "oh but I think it
 416 was like, oh" and then just take the phone and just check everything you know. "Ah yeah but it's open,
 417 yeah, yeah, it's in that place you know" and just like, it's really internet, always. It's just like part of
 418 the... yeah.

419 IR: Yeah. Do you think there are any other factors that influence the French market, such as politics or
420 cultural, or structure of travel agencies, anything?

421 IE: A lot. Political. I can tell you that I was really, really upset was the French president when the Brexit
422 happened. Because for, it's just an example but after the Brexit happened, after the vote, he just had
423 an (not understandable), you know just had his pitch to French people on TV.

424 IR: Yeah...

425 IE: And he just said that he was just encouraging French people not to go to England anymore.

426 IR: I didn't see that. That is... funny.

427 IE: And I was in front of my TV, and I was just so angry. Because it has nothing to do, it has nothing to
428 do. I mean it's just like, I was really angry, it has nothing to do, definitely.

429 IR: Yeah.

430 IE: And I was just like, ah people will not hear about that and will not listen to that, but yeah, they are
431 doing. It's just like the business is still down because of that, so... not only because of that, but just
432 like... And also when you have like the year of the vote for the president, people they are not
433 travelling, unless they just waiting to see who the new president is gonna be. Because they have
434 some money saved for travel but just in case the new president that is gonna come, you know, he's
435 putting, going to put some taxes, you know new taxes and we will have to use that money saved and
436 we have to wait for the president that is coming to see who it's gonna be. Cause you know, maybe we
437 will not be able to travel this year. So yeah, definitely that's so funny and all the people in French
438 tourism they know that the year will be crap when you have some general election for president.
439 Because nobody will travel because everybody is just like "mhm we don't know who it's gonna be" you
440 know.

441 IR: Yeah, yeah.

442 IE: "So we have to save our money because maybe the new president is gonna be really into taxes
443 and we're gonna be like so mhm..." and that's just really, really funny. Then after that, yeah regarding
444 politics as well. For the Brexit for example we have lost a lot of revenue because of the Brexit.
445 Because, the seniors for example, they have had parents that were just like you know doing the
446 Second World War or they were into it themselves, depends. The thing is that after that they just
447 realized that hate is really bad, it's a really bad thing and we all have to be friends, you know. And the
448 Brexit for them is just a kind of, England has just betrayed them, because we are all friends.

449 IR: Yeah.

450 IE: We are all friends, and we just have to be all together for what happened during the Second World
451 War never happens again. So we really have to be all friends and stick together. And the fact that
452 England decided to go out of Europe, for them it's just like "oh, they are a traitor, they are not friends
453 anymore". They are not looking at the fact that, you know, it's just like something administrative or...
454 no, for them they are break up and it's just like it doesn't have to happen because we all have to be
455 friends. And all that, you know is just like really, really interfering with their way of travelling and they
456 will not go, at the moment they are not going to that country because of that. Because they have really
457 lived that, you know, they were just there, or their parents, they were just (not understandable). They
458 have been traumatized, they just want to, you know, they're into peace and they just want everybody

459 to be friends and just be together, so that kind of thing is just like... And it's just like because they are
 460 not happy, you know. It's not like, you know when I could understand what they are doing, or, but do
 461 you just like...

462 IR: Yeah, that's what, that was actually what I was... Do you think they are properly informed about
 463 why this happened and what happened?

464 IE: No. No. The only thing they are seeing is just like, you can see on TV. And the problem is that the
 465 French media are very, very bad, really, to be frank. And it was the case for example after I think it
 466 was like one of the attacks that were there and... it was not a terrorist attack, something happened, it
 467 was just like somebody was stabbed, but it was not a terrorist attack. But in France it was shown as a
 468 terrorist attack, even... but it was shown after like 30 minutes when it happened. I think it was, no it
 469 was not like, it was – can you remember – it was a coach that was going into a bus and had an
 470 accident...

471 IR: A truck?

472 IE: Or a truck that had an accident.

473 IR: I don't really remember.

474 IE: Yeah, it was just after the attacks.

475 IR: Okay, yeah and then media pushed it.

476 IE: The coach went into the crowd but it was just because of the poor guy, you know, he had no
 477 breaks anymore on the coach and just came into... And in England nothing was said because you
 478 know people were just like doing and nothing was said regarding that. It was just like kind of matter of
 479 fact, just saying "a coach have gone into the crowd, we don't know why", you know. But 30 minutes
 480 after: "New attacks, new terrorist attacks in England and France!"

481 IR: Yeah.

482 IE: And after that, the government here said "no, it's not a terrorist attack, it's just that the poor guy had
 483 no breaks on the coach and just like tried to stop the coach wherever he can for the people that were
 484 outside, you know". But nothing was denied in France, it was too late. It just did like that and it has
 485 been shown like that and...

486 IR: Huge influence.

487 IE: Yeah. Huge influence in France. Really, really, really. And they are just like forming everything and
 488 they are just, you know, every day to keep on, you know. That is something that is very strange, I
 489 discovered when I arrived here. I was so used when something happened in France to have it, you
 490 know. Even when the finger is just dying, you know – you have it, you know, at lunch on the news, you
 491 have it at dinner on the news, you have a special edition in the afternoon and you have it, and you
 492 have it, and you have it for 14 days, you know like that. And at one point you are just in front of your
 493 TV and you're just like "ah, ah, ah", you know. Kind of... But in England it's not the same. Something
 494 happened, they just talk about it once and then come back to it because it has been some progress,
 495 there has been something new regarding that and they just want to keep... But it's not like special
 496 edition, and it's, in France it's really (not understandable). And the people that are just like watching

497 TV the whole day, that are just like, you know, as the senior for example, they are not working
 498 anymore, so they have not seen else than TV, are really influenced by that.

499 IR: Yeah, so you would say also an image of a country that probably those people also have a certain
 500 image in their head and as soon as something small happens, it can like ruin their whole...

501 IE: Exactly.

502 IR: And then... okay, wow. Okay. It's probably similar in other countries, but that's extreme. I don't
 503 know, but...

504 IE: I don't think so it's similar, to be fair. I mean I don't know all the countries, France and here it's not
 505 the same, you can watch the news without being traumatized, or really depressed.

506 IR: Yeah, that's true.

507 IE: In France when you watch the news... I was not watching the news anymore when I was living in
 508 France. You just watch the news, you are totally depressed, you just feel like committing suicide after
 509 the news because it's just so, you know, pushing, pushing, pushing. And it's not objective at all.

510 IR: Not objective, no.

511 IE: Not objective at all. And you know that you have the channel that is more into the labor forces and
 512 it's just like, you know, emphasizing the (not understandable) and you have the channel that is more
 513 into the conservative part that is just like showing things in that way and it's just like, really...

514 IR: That's a very good point to take into account. Is there anything that, any bottlenecks or problems
 515 that you see with regards to promoting for the French market? Anything that you would like to change,
 516 add, adjust...?

517 IE: Within the company you mean, or generally speaking?

518 IR: Yes. Or generally speaking, doesn't matter.

519 IE: No, within the company I just think that we are not visiting clients enough. We are trying our best,
 520 but we are only two visiting clients. And we have France, Belgium, Switzerland which is a lot.

521 IR: Yeah.

522 IE: So Anais is in France and she's visiting clients but I'm here, I'm dealing with the team, I have all the
 523 reports to do, so I cannot go on a regular basis, I'm just trying, I was trying to go every month but I
 524 cannot, so last time I went and visited clients was in January and I'm going next week. So... I'm not
 525 going next week, next month, sorry. So it was like four months without, so Anais is just visiting clients
 526 alone, but the thing is that in one week you visit like 11, 12 clients because they are not that close to
 527 each other (not understandable), so it's not a lot. I mean if you want to develop to a market very
 528 quickly, you just have to have more of that, so...

529 IR: And those are clients we don't work with yet?

530 IE: Yeah.

531 IR: Okay.

532 IE: What Anais and I are doing are clients we don't work with yet. For the existing clients, we are – if
533 they're close to where we are going – we are visiting them as well. But normally Solene/Helene are the
534 ones who should be visiting them, but I think Vera has changed her mind regarding that, but I have to
535 check. Normally that's how it should be.

536 IR: Yeah. Okay.

537 IE: So yeah, definitely that's something we, if you want to grow the business something, we need to
538 do.

539 IR: Yeah, okay. If there is nothing, I mean from my side that's all I wanted to, I wanted to retrieve. If
540 there is anything you would like to add, or that comes to your mind.

541 IE: No, I think it's okay, yeah.

542 IR: Perfect. And yeah that was it. I think we talked quite a lot. Thank you very much for taking the time
543 and for all the information and it will definitely help me.

544 IE: Hope I will help.

545 IR: Thank you, Marie Laure.

546 IE: You're welcome.

6.7.2 Vera Lett

Interview promotional activities at Hotels & More

Harrow, April 18th 2018, 15:00 min.

Interviewer (IR): Luisa Lütkemeyer

Interviewee (IE): Vera Lett, Commercial Director at Hotels & More

Interview number: 2

1 IR: Thank you, Vera, for taking the time to have the interview with me today. First of all, before we start
2 I would like to ask for your permission to use your results, your statements and to record the results, to
3 record the whole interview basically.

4 IE: Yes, I'm okay with that.

5 IR: Perfect. I don't need to introduce myself because you know me. Now you also know what the
6 project will be about, we want to look into the French market and what they require with regards to
7 promotions, communication, how they want to be approached, what they want to see and how they
8 want to basically, how we reach them. Now the duration should be approximately half an hour, could
9 be a little less, could be a little more. The goal of the interview is basically to get insight into different
10 aspects of a promotional plan with different components and especially focussing on typical
11 characteristics for the French market. What we do, what you think should be done differently and also
12 maybe compared to the German market. Yes and I would just like to start off with a short introduction
13 by yourself about your role, how involved you are in the French market and what exactly you do.

14 IE: Well, I'm the Commercial Director for Hotels & More, and obviously with the acquisition and the
15 growth of the company being now Tour Partner Group, we are not only Hotels & More, but we also
16 consist of different other brands. I'm responsible for Sales and Marketing and the French department
17 is one of the departments in the Sales where I am responsible for.

18 IR: Perfect, thank you. Maybe to start off general – because we do know that all the markets are
19 handled quite in the same manner – what do you think, or to what extent do you think does the French
20 market vary from others, for example the German market?

21 IE: Well, I'm just... maybe what is interesting for the understanding of our organisation is that we were
22 founded in Germany and 80% of our business is still coming from Germany, or even more than that,
23 and the other markets were added to the mix slowly after when we became, or when we moved to
24 England, and now cover a more international portfolio of source markets. What is interesting is that the
25 mind set and the structure as well as the processes were all laid for the German market and to service
26 the German market, but we have realized in the last year or so with the growth as well that you can't
27 apply the same methods or procedures or behaviour on all the other source markets. However, as we
28 see that French, or France has a good growth potential for us, we obviously now need to look into
29 what we need to do differently in order to get the business from those markets and the partnerships
30 and the relationships with the players in these markets.

31 IR: So when you say they need to be handled differently and they are very different, what do you say
32 would be typical characteristics for the French clients?

33 IE: I mean one thing is already the booking behaviour. I mean when you just look into how much in
34 advance they plan their trip and how organized they are, I mean – don't quote me wrong on that one –
35 but Germans for example, our German clients, book up to a year and a half in advance and they are

36 very, I mean they know what they want, or when you have decided with them on a certain itinerary,
37 they would book that itinerary. They also have some smaller changes, but whereby the French
38 markets normally it's more last minute, so it sometimes has happened that they book three months or
39 two months before departure, and also have quite a lot of changes to be made after that. Another
40 thing would be to look at the itineraries themselves: French market typically normally wants like city
41 breaks etc, so that's like especially London is one of the characteristics, or one of their key
42 destinations they want to see, big cities in the UK or Ireland. The other thing is, when you look at the
43 structure of the itinerary is that a German person for example doesn't need for example a lunch, or like
44 a three course whereby a French person wants a lunch break..

45 IR: Food...

46 IE: ... Yes, food is very very important. But also it's... a German person loves to go to museums and
47 all the historical sights whereby a French person, I mean obviously you have to have the key must see
48 into the itinerary, but they also would prefer just to go into Madame Tussauds or something like a bit
49 more funny or like, Harry Potter is for example a really important theme whereby you don't have that in
50 every German itinerary for example.

51 IR: Yeah, that's actually very helpful for looking at the products that they buy and especially the point
52 in time that they buy is quite different. Now with regards, when we look at the promotional mix itself,
53 advertising – online and print. You mentioned before that there is a brochure which was only recently
54 made the first one. How do you think is online advertisement and print advertisement for the French
55 market?

56 IE: I think it's important to look into this. I mean we haven't done much in the past about this, I mean
57 as you just mentioned, our French brochure is, I think we are in the third year now or second year now
58 that we produce a... I mean we produced the second one, so for 2018 now, and it's very, we feel that
59 it's important for market to have something print. And for, with regards to press and media for example
60 in France, we haven't done that much yet, so it would be really important to explore what kind of
61 impact that could have on our business.

62 IR: Yeah. So do you think Internet, social media would play a big role... in general do you think they
63 are actively looking for information before they book?

64 IE: Yes, I mean they would need information before they would consider to book a certain itinerary or a
65 certain destination. But it's also obviously with all what is published on the media, whether it's being
66 negative press or positive, I think they are very receptive to that. So we haven't done that much about
67 this yet, but I mean just when you, just see about the negative press, about the attacks in London or
68 something, I mean it was all over the media and all over social media in France, and we could see an
69 impact on the numbers after that, so I guess it's very important to look into especially social media, but
70 also all online channels as well as TV and potentially even radio as well.

71 IR: Yeah. You mentioned PR and media, in general I've realized that the French people are very much
72 strongly reacting to what's told in the media. Do you think they are properly informed about the
73 destinations that they book, or do you think they are very much influenced by the media and then just
74 basically say 'I'm not going to that destination', or do they ask, do they inform themselves? What do
75 you think?

76 IE: I think they are very influenced by the media. And it's even more important that from our end we do
77 kind of an educational work about the destination because I mean if you go to France, it's quite
78 interesting, we went to a sales trip last year – I mean we go on a regular basis, but I joined a trip last

79 year – where, when you speak to someone about England, the first thing that comes up is London.
 80 And it's quite interesting to see the reaction when you would educate them a little bit more about other
 81 destinations, there's also other cities around the UK...

82 IR: Yeah!

83 IE: ... where they could do a trip to and what they could do. And I think in social media or if we would
 84 use social media or any other online platform more, we potentially would have a chance to sell other
 85 destinations or the entire destination more.

86 IR: Yeah. So sales trip to France you said. Do you think that meetings in person are very important?

87 IE: Yes, definitely. I mean it's meetings in person, but also I mean being in contact with the clients on a
 88 constant or on a frequent basis. Because also it's, the competition is quite high and it's very price
 89 sensitive the market, so if you don't, they are not as, it's very difficult to build up a loyal relationship
 90 within the market, so the more present you are, and the more – whether it's in person, whether it's on
 91 the phone, whether it is through social media or any other media channel, whether it's online, whether
 92 it's, I mean in general being present – it makes, has an impact on how many bookings, what kind of
 93 relationship we have with the client.

94 IR: So you think for them it's important to have a relationship, do know you, to have met you basically?

95 IE: Yeah!

96 IR: Trade shows – what do you think about trade shows?

97 IE: I think it's important to be there. But I mean there is only one, I mean for us which is really relevant
 98 in France, which is Top Resa in September in Paris. And I think it's definitely good to be there and to
 99 meet the clients who are attending obviously and show face and be present on those.

100 IR: Okay. So, personal selling – when we talk about trade shows and sales trips – do you think, what
 101 do you think is the main way of communication that they would like. Is it on the phone, is it email,
 102 what's the contact frequency, what do you think in general?

103 IE: I think the key important thing is in person. And then obviously being, staying in contact with them
 104 on a regular basis. I mean, one thing we have a little bit changed already, we have one person in
 105 France now who's doing business development and going there in person, because via phone they
 106 will not tell you, or they will potentially not give you the business without having seen you in person.

107 IR: Yeah...

108 IE: And from the frequency point of view, I mean at least once, twice a month you should get in contact
 109 with a client.

110 IR: Yeah, yeah. How many team members are there in the French team now?

111 IE: (counting quietly) Six. Six including intern.

112 IR: And one in France.

113 IE: Yeah.

114 IR: Okay.

115 IE: But then this is only at Hotels & More side, so obviously we have a team in Ireland and we have a
116 team in Scandinavia as well, dealing with the same market.

117 IR: Yeah. What do you think what role does pricing play?

118 IE: It's crucial, it's important, because they are very price sensitive. I mean there is a combination of
119 having a great offer, but then, I mean for example in, when you just use London, they always want to
120 stay in a central location where they can walk and do shopping etc. whereby it needs to be cheap as
121 well which sometimes can be challenge.

122 IR: Yeah, yeah. What else do we have? What distinguishes the market... How, how open do you think
123 are they to communication in other languages?

124 IE: I think they want French as a language because a lot of them don't speak much any other
125 languages, or if they do they are often scared to make mistakes etc, so they prefer to speak in their
126 own language. Some of them speak English obviously, but...

127 IR: Yeah... Do you think there are any factors that influence the French market? I mean we talked a
128 little bit about that they are easily influenced by the media, so that might be a cultural thing, or I mean
129 economic, because of, or political because of what's happening, what do you think is, or is there any
130 other factor that you can think of that influences them?

131 IE: I mean media definitely is a key thing. And, I mean everything which is pushed in the market,
132 whether it's the weather or whether it's political, I mean price is important, so I think there are quite a
133 few things which influence the market, and also really quickly influence the market. So, and the
134 government for example we had a few student groups from France as well and when the attacks
135 happened in London, the government had all the universities, all the colleges had like a, in France,
136 had after were not allowed to do any trips to the UK just because of safety. And, I mean you can see
137 that has quite a big impact on the business straight away, yeah.

138 IR: Yeah.

139 IE: But also I mean their culture in general is quite...

140 IR: Their culture in general is very different. Also the reason why they might have to be handled
141 differently. What do you think are general bottlenecks or problems with regards to promoting for the
142 French market? General issues, challenges...

143 IE: I mean it's, it comes a bit back from, it's a summary of all what we have said, I mean it's price, it's
144 the destination, it's what you can offer, how fast we react, how often you reach out to them. The point
145 of contact, or the relationship needs to be there as well. But then also, the market itself, I mean when
146 you look at the media channels and all the influences they have on a day to day basis: I mean they are
147 very easily influenced, so you need to be there, and you need to be all over them in order to get the
148 business.

149 IR: Yeah.. you need to be the expert to inform.

150 IE: Yeah, exactly.

151 IR: Crisis management. From my side there is nothing else that I want to know. Is there anything you
152 would like to add?

153 IE: Well, I just, I mean I'm quite curious to see what the result out of the thesis is to get an idea of what
154 we can be doing better, in order to get more business out of the market, especially as it is quite a
155 unique interesting market to work with. And also how we can use potentially media and online better in
156 order to yeah, to increase sales out of it.

157 IR: Yeah, yeah, perfect.

158 IE: Thank you!

159 IR: Word of the day. Thank you, Vera, and just to make sure again: it is okay we use the recording and
160 your name and the results?

161 IE: Yes, that's perfectly fine.

162 IR: Perfect, thank you.

163 IE: Thank you!

6.7.3 Melody Fournelle

Interview promotional activities at Hotels & More

Harrow, April 23rd 2018, 20:00 min.

Interviewer (IR): Luisa Lütkemeyer

Interviewee (IE): Melody Fournelle, Operations Consultant at Hotels & More

Interview number: 3

- 1 IR: Hello Melody. Thank you very much for taking the time and to talk to me today. I'm assuming this
2 will take maximum 30 minutes depending on what we talk about, what you could tell me. First of all, I
3 mean you know me, Luisa. I am conducting interviews for field research for a project of the French
4 market, specifically promotional plan. And first of all I would like you to confirm that it's okay that we
5 record this interview and that I use your name.
- 6 IE: It's fine.
- 7 IR: Perfect, thank you. So I want to find out is how the French market, what typical characteristics are,
8 what they like to book, when they book, what's important to them, maybe some cultural aspects, what
9 you think is important for the French market. Maybe you could...
- 10 IE: Just for the UK destination?
- 11 IR: For the UK as a destination, yeah.
- 12 IE: The only thing I could say, cause as I say I'm in Operations, so I don't actually promote anything, I
13 don't sell anything, I just organise what's sold. I would say what I know is they book last minute. They
14 like, they prefer that thing because of money reasons. And maybe a lack of – how can I say –
15 organisation, you know they never really. It's always quite last minute.
- 16 IR: Yeah!
- 17 IE: So yeah. What else could I say, I don't know.
- 18 IR: Have you had any experience with other markets before?
- 19 IE: Instead of French, or instead of...?
- 20 IR: Yes, instead of French.
- 21 IE: Yeah, in like in a former company I worked for, I worked with different nationalities. And now I'm
22 actually working with Spanish, Danish, Norwegian, Swedish.
- 23 IR: Ah, because of the acquisition as well?
- 24 IE: Yeah, because we need more staff, so I'm helping for sure. You could think it's different, but you
25 know it always depends. It's hard to say because we have clients who are very organised and you
26 know, others who are not, so it's difficult.

27 IR: Yeah. So do you know anything about the advertisement that Marketing does, for example
 28 newsletters, the brochure or any other material that the clients want? Do they request anything with
 29 you, or do they request with Sales, or how does that work?

30 IE: With sales, we don't do that at all.

31 IR: With sales.

32 IE: I'm not really aware of what they do. Randomly sometimes I receive a phone call saying they are
 33 interested by a flyer. Then Sales sends, but I'm always forwarding back to Sales because I just don't
 34 know how to work with it.

35 IR: Yeah! How many people are you in Operations for the French?

36 IE: Two.

37 IR: Two people.

38 IE: Yeah.

39 IR: How many clients are there that you're handling?

40 IE: Clients... it's hard to say. In high season we have 35 groups. And it can go from, you know one
 41 group could be just a hotel booking to a tour of 7, 14 days. 14 days is a big one, but it could happen.

42 IR: Yeah. Yeah.

43 IE: So yeah, it's... it really depends.

44 IR: And how do you think, I mean without looking at the season or anything, during the time that they
 45 travel – I'm not... I don't know anything about emergency phones or anything – but is there anything
 46 during their travels that they are famous for, that they... do they complain a lot, do they change last-
 47 minute as you said, do they... yeah, any typical...?

48 IE: So they don't change on the spot as much as other nationalities. So they're pretty respectful, like of
 49 the tour. The only thing they could complain of is the food. Very important. They always complain
 50 about the food, and even if they don't complain – cause at the end of each tour we call the agency and
 51 ask if they had any feedback – and often, even if they won't complain us for compensation or anything,
 52 they will say "oh, the food was bad".

53 IR: Yeah, yeah.

54 IE: So it happens quite often, but we do tell them, Sales tells each agencies that obviously the, they
 55 can't, they don't travel to the UK for the food. And that's why for example small details, but for the
 56 bread, it's like part of our culture, right, to have bread on tables?

57 IR: Yeah, yeah.

58 IE: And we had to write a note on the contract saying that bread is not part of the culture.

59 IR: No way.

60 IE: Yeah, and so they, they couldn't, you know if they want bread on tables, they would have to pay a
 61 supplement for it because many restaurants are not offering bread on tables, but for them it's
 62 completely logical, so yeah.

63 IR: It's a culture thing.

64 IE: It's a cultural thing, yeah. For sure.

65 IR: Can't blame them, right?

66 IE: No no no, but... and there are many other things. I mean about food it's (not understandable).

67 IR: Yeah, it's all about food for the French, I've heard that so many times,

68 IE: It's very important, and sometimes they have like 3-course lunch, 3-course dinner every day, so
 69 you know, they like spending time like in a restaurant. But UK is quite hard sometimes. London mostly,
 70 cause, you know, obviously French people want to have a bit cheap tour, they have a cheap, not a big
 71 budget. Then afterwards they want the quality. So the problem we have is that Sales is making the
 72 cheapest budget ever and then we have to book quite good quality restaurants, but we can't do that
 73 sometimes.

74 IR: Yeah, it has to be balanced, right?

75 IE: Yeah, yeah. So it's quite hard sometimes, but I'm always trying to book good pubs or restaurants
 76 without any complaints. I mean I could talk about food all day...

77 IR: So it's apparently a big thing in any, in all of the tours they are very much focused on food.

78 IE: It is. Even the agency is a good one, they will tell them, and they know what they're doing. They will
 79 tell them "look, come to the UK, but enjoy the culture and you know, like pub culture or like,
 80 architecture, people like anything, but not the food, we don't want you to complain about it" and yeah.

81 IR: So you do think that the agencies, that it's their job also to make the end clients aware of that the
 82 UK is not really...?

83 IE: I think so. Because I did talk to some of my clients who were promoting the tour and travelling with
 84 them, so smaller agencies, I will always remember one of them told me that when everyone is
 85 registering, she explains that fact. And when she had problems on spot because you know, the quality
 86 wasn't good, she will you know, tell them "look, like at least you know what the culture, pie or fish and
 87 chips which is not properly cooked because it's not a superior pub, it's just like a drinking pub". And
 88 they will laugh about you know, like she will always know how to manage. And some clients, some
 89 agencies they're like selling it like it was Italy or you know. Obviously if French people go to Italy, they
 90 go to restaurants and have lovely pasta, pizza and come here and get disappointed. I'm not saying
 91 English food is bad, I actually enjoy it, but the problem is... no, I... I actually do.

92 IR: You do? That's great!

93 IE: I actually do, but I don't go to some pubs because I know the quality is bad and I'm not gonna
 94 enjoy it. And the problem is, again, because of the budget, I have actually to book my groups in these
 95 pubs, and because of the size as well of the group. It could be 50 people, so find a pub for 50 people,
 96 it's quite hard for 50 people. But some, yeah...

97 IR: It's actually very interesting because it was mentioned several times that they are often also... I
 98 mean if agencies are not aware of the food quality and then the end clients will be disappointed in the
 99 end that's probably lost business for the next time, so...

100 IE: It is, it is.

101 IR: Yeah, informing maybe about the destination is a big thing in general. Do you think that French,
 102 not only agencies, suppliers, but any like end clients, are properly informed of what the culture is like in
 103 the UK and Ireland? What media shows them, do they have stereotypes?

104 IE: They do have stereotypes for sure.

105 IR: And they do believe a lot of the... if we talk about for example the attacks. Do you think Sales
 106 would go down? Did they go down when the attacks happened or?

107 IE: The what?

108 IR: In London. The attacks, the terror attacks... I think it was last year?

109 IE: Ah, the attacks, sorry terrorist attacks. Yeah. It did affect a bit the market, and as well not the fact it
 110 happened in London cause we didn't have as many attacks as in France but just the fact it happened
 111 in France, people got just scared. It's not just the UK, I think it was all around, no one wanted to really
 112 travel anymore. Plus, we have student groups and the French government, and I do believe a bit the
 113 Belgian government, forbid students to get out of the country. So even if the family were not scared
 114 and wanted to travel, they were not allowed to.

115 IR: Yeah...

116 IE: So that was a bit problem and that's why... and yeah sometimes, some tours won't cancel, but
 117 push back for the next year. But there wasn't just one attack, it was several attacks, you know. I think
 118 it... people got used to. It's sad to say, but they were like "life goes on".

119 IR: Yeah, exactly.

120 IE: It happens in our own country, so you know, we're not safe anywhere. But, you know it's not
 121 England which is a threat, it's like everywhere. So it's just enjoying and go and travel, so I think now
 122 it's not really affecting anymore.

123 IR: But it's allowed again, or?

124 IE: It is allowed, oh yeah, yeah. It is, it is, it is.

125 IR: Did they actually say "you can't leave the country" or...?

126 IE: Yeah, they were, like the schools were informed and it was like a public thing where they couldn't
 127 leave the country.

128 IR: So you would say media, or like the press it has a lot of influence on the people?

129 IE: Yeah, oh for sure. The press has an immense, big, big influence. I mean everyone in France is –
 130 for what I can remember –

131 IR: No worries.

132 IE: Is watching, you know, the 8pm news on TV, so everyone is aware of what's going on.

133 IR: Yeah... which is also good...

134 IE: It is.

135 IR: But sometimes it can be a little pushed and made worse than it is.

136 IE: They believe whatever media is telling them, so sometimes it's a bit annoying. But I do believe, TV
 137 is quite important and influencing the market and what they do and what they believe which could be
 138 goes in a good way and in a bad way...

139 IR: Yeah, exactly.

140 IE: But yeah.

141 IR: Are you in direct contact with agencies during the travel?

142 IE: If... well yeah, anytime, I mean if they have any questions they could contact me. And the end
 143 client could contact me as well if they have any issues. So I'm always in touch with the agent, but the
 144 end client is allowed to contact me while they are travelling because they have a phone number.

145 IR: Yeah. The language is probably only French?

146 IE: Only French.

147 IR: No English.

148 IE: Well, I mean it depends because last time I had a Filipino group and they speak English, so...

149 IR: Yeah, yeah, yeah. But for French people, do you think they are, I mean you said already they're
 150 not the most organized - in general, I mean we're not, I mean there's always different people, but that
 151 they're not the most organized ones – do you think, do they, are they insecure when travelling abroad
 152 or are they "off they go and you never hear from them" or are they... basically what are they like?

153 IE: I mean we usually have a guide or they are coming with a tour leader, so that helps a lot.

154 IR: Yeah.

155 IE: When we have groups with no tour leaders which is booked by the agency or a guide of ours, it's
 156 annoying in a way because they are insecure and they will call for anything. But that's why it's always
 157 good to have a guide there, you know he or she is there for them and they will take care of them like,
 158 you know the whole time. But it depends, I mean there are clients where we only book a hotel and
 159 transfers, airport transfers and then free time, they do whatever they want. And I think they more like
 160 younger. And then we have the senior clients – clientele, don't know if it's an English one to say –

161 IR: Yeah.

162 IE: ...where, yeah I think they need a guide and they're not very secure. I heard some guide saying
 163 that, you know in Covent Garden it's not very hard to get lost, it's like a square...

164 IR: Yeah.

165 IE: With the market. And sometimes it's very hard for them. The guide will be like "okay, free time in
 166 Covent Garden, you have like 45 minutes" and some members of the group will stay with the guide
 167 because they're really worried, yeah.

168 IR: Aw, that's cute.

169 IE: Yeah, it's cute, but in a way it's sad, I mean it's like, you know it's England, it's Europe.

170 IR: Yeah, exactly.

171 IE: I do consider the UK as Europe, whatever we can say, but yeah, it's just yeah. It really depends.

172 IR: Also, you probably have to distinguish in general between the seniors and the... what do they –
 173 Marie Laure called it somehow – like the workers basically.

174 IE: Oh, yeah.

175 IR: Did she say workers, I don't remember. Yeah, so distinguish between the old, there is always
 176 different characteristics obviously. I'm not sure if you're familiar with pricing. You, you said they want
 177 cheap, cheap, cheap. Do you think they are willing to spend more money and get better quality, or
 178 would they rather save money and be okay with the food?

179 IE: I think they want to pay less and have better quality to be honest with you. It's hard, it's hard.

180 IR: I mean in general, who doesn't want that, right?

181 IE: No, I know, but I think they are more...

182 IR: ... price sensitive.

183 IE: Yeah, yeah like it. It's tough sometimes. It's hard to say, but that's what I thought, you know while
 184 working here. Cause I even had a client once say to me - because she was disappointed about
 185 restaurant and hotels – saying that she was ready to pay more for better quality and then I'm sure it's
 186 not the case, it's never the case. They say that after the tour, but at the end...

187 IR: Yeah, exactly. Sure.

188 IE: And it's tough, like the competition is big here in London. And the best way is the rates, so it's not
 189 easy, it's really not easy.

190 IR: Okay, that's interesting. I think that was it.

191 IE: Don't know if I have anything else to say, but...

192 IR: You actually, you, that's a lot of information.

193 IE: Yeah?

194 IR: Yeah, a lot of good background information. You have nothing that you would like to add, anything
 195 else that comes to your mind?

196 IE: I mean just as the UK I mean it's still part of, you know in the head they all know, I think everyone
 197 wants to go to London at least once. Maybe Scotland and Ireland, it's back the head (...), yeah you
 198 know what I mean, right?

199 IR: Yeah.

200 IE: But London for sure it's very famous. And we've, I mean I don't buy all these newspaper, but you
 201 know like the – how do you call it – famous magazines where you can see famous people. You know
 202 like Gala...

203 IR: Yeah, yeah, yeah, I don't know what you call these.

204 IE: I can't remember, there is a name for sure. Anyway, that's a big thing in France.

205 IR: Yeah?

206 IE: Yeah, a lot of women, mostly women, not men, would buy these kind of newspaper. It's not
 207 newspaper, it's like...

208 IR: Magazines.

209 IE: Magazines, yeah magazines. As simple as that. And you will always see the Royal Family in these
 210 magazines. And I think they're quite interested by it, fascinated in a way. Because obviously we don't
 211 have a king and queen in France anymore. And I think it's very exotic for them....

212 IR: Exotic, yeah.

213 IE: So they like it. So obviously when they come to London they wanna see Buckingham Palace and,
 214 you know it's, it's quite a thing, it's quite a thing.

215 IR: Yeah. But I mean that they could also see in Scotland, they have Royal residencies everywhere,
 216 but London is the biggest thing, right?

217 IE: Yes, yeah.

218 IR: Also easily accessible from France cause I mean they are right there.

219 IE: It is. I mean there are some of them are just doing a day trip. It's tiring, but they're doing it. But I
 220 think just because of Buckingham, you know it's, or Kensington Palace, very famous.

221 IR: I don't know what, yeah, but like, yeah I know Gala. Yeah these magazines where it's like "boom,
 222 boom, look at this".

223 IE: People magazine!

224 IR: Yeah, yeah, people magazine, yeah.

225 IE: That's a big thing, a lot of women are buying that. So that's a big market as well.

226 IR: Perfect.

227 IE: Yeah, for sure.

228 IR: Do you think in general they still do buy a lot of print? Print like newspapers, or do you think more
 229 they read it on the internet, watch TV, like you said the 8pm show?

230 IE: TV has always been a big thing. I think it's like a routine, it's very easy, they can eat because we
 231 always eat at 8pm, right?

232 IR: So they can eat while watching?

233 IE: (...) depends on the family. But they will always watch it.

234 IR: That's hilarious.

235 IE: It's like a tradition. I mean in my family that's what it is anyway. But for newspaper I don't know, it's
 236 not a thing in my family, I've never seen it. And I think internet...

237 IR: Rising, increasing.

238 IE: It's available anywhere and it's cheap, it's free, so...

239 IR: Yeah, exactly.

240 IE: I can't answer that. I just know TV and these people magazines.

241 IR: That's a very good point.

242 IE: Which are working quite well.

243 IR: Thanks for adding that.

244 IE: No worries.

245 IR: And just to make sure again, I'm gonna use your name, the results and I'll use your recording.
 246 Thank you so much for taking the time.

247 IE: You're welcome.

248 IR: And yeah, enjoy the rest of your day.

249 IE: Thank you.

6.7.4 Marie Belanger

Interview promotional activities at Hotels & More

Harrow, April 24th 2018, 13:00 min.

Interviewer (IR): Luisa Lütkemeyer

Interviewee (IE): Marie Belanger, Sales Manager at Irish Welcome Tours (Dublin)

Interview number: 4

- 1 IR: Well, first of all, Marie, thank you very much for taking the time to talk to me. And firstly I would like
2 to ask you if it's okay for you to use the, yeah the recording of the interview and the results with your
3 name in my thesis.
- 4 IE: Yeah, sure.
- 5 IR: Perfect, thank you. I mean, my, I mean yeah we don't know each other, we never met each other.
6 My name is Luisa, I am part of the Marketing Team at Hotels & More and I'm currently working on a
7 project for the French market, mainly focussed on promotion, so online, offline, where we are, what we
8 do to reach our clients, our French clients.
- 9 IE: Okay.
- 10 IR: And Vera was so kind to give me your contact – or Bernadette's contact and she was kind to give
11 me your contact to, yeah find out a little more about what you guys do and yeah, to look at how we
12 can approach the market better; cause I've heard that you are the French experts. Maybe first of all, if
13 you could shortly explain to me what exactly you do and how involved you are in the French market.
- 14 IE: So I've started to work as a Sales Manager for Irish Welcome Tours in January. So my role is to
15 maintain, and also develop like relationships with the French clients in the French market and I also
16 have to develop the business on the Spanish market as nobody worked on the Spanish market yet.
- 17 IR: Yeah.
- 18 IE: And so for French market, Bernadette was working on it basically on her own, so now we are going
19 like to share and she should keep like the historical clients and I'm going to take care of the new
20 clients for the French market.
- 21 IR: Okay. Perfect, thank you. First of all, I would... just a general question: do you have a separate
22 Marketing department at IWT?
- 23 IE: No, we don't have any Marketing department.
- 24 IR: And is, things like for example – I'm not sure if you guys have a brochure, if you guys are
25 represented in magazines, anything in print...
- 26 IE: No, we do no... like our brochure will be most of our website and then we are on the social media,
27 such as Facebook, I think we are... (asking colleagues), yeah we are on Twitter also.
- 28 IR: Okay, okay.
- 29 IE: So Facebook and Twitter.
- 30 IR: Do you think that social media plays a big role for the French clients or do you think they don't
31 really use it a lot?
- 32 IE: French clients, they are using a bit, yeah a bit social media, not so much.
- 33 IR: Do you, when we talk about, you said that you also take care of the Spanish market...
- 34 IE: Yeah.

35 IR: What do you think are the biggest differences between the French and the Spanish with regards to
 36 booking, what they book, what they want to have in their tours, what do you think are typical
 37 characteristics?

38 IE: Yeah, the thing is that we can clearly say that the French people will have more budget than the
 39 Spanish. Then, for the differences, the French clients they like to have like the full package with all the
 40 activities included. Also, for French people the meals are very important.

41 IR: Yeah, food, yeah.

42 IE: Yeah, food is very important. So basically all the programmes, I mean for the guaranteed
 43 departures, all the programmes are basically on full board.

44 IR: Yeah.

45 IE: And it's true that French people they do have a, a little bit more budget for compared to Spanish
 46 people and also compared to the German market.

47 IR: And do you think that – so you say that food plays a very important role – what would you think,
 48 because French clients, I mean you only handle Ireland, correct?

49 IE: Yes.

50 IR: So not the UK, so...

51 IE: No... (not understandable)

52 IR: What in Ireland do they mainly want to do, where do they mainly want to go?

53 IE: Connemara.

54 IR: Connemara...

55 IE: Of course. They want to go to Connemara you know because of the French song about the lakes
 56 of Connemara. So all the French people basically want to go to Connemara, it's mandatory for them.

57 IR: So...

58 IE: Because of the song is talking to them a lot. And they like to go also to the North, to the Giant's
 59 Causeway or Cliffs of Moher also, yeah.

60 IR: Yeah, and what about Dublin?

61 IE: Yeah, oh yeah, of course Dublin, yeah. Definitely, Dublin should be included. Because we do have
 62 a lot of requests for the weekend in Dublin, but it is not easy to sell because weekends in Dublin are
 63 very, very expensive.

64 IR: Yeah!

65 IE: And with all the events, live music we do have or sports events or so, and, but anyway yeah, for
 66 each itinerary they will stop by Dublin of course yeah, at the beginning or at the end of the itinerary,
 67 yeah.

68 IR: Okay, thank you. Then, I'm not sure, to what extent do you guys undertake any sales trips? Or do
 69 you have any representatives in France?

70 IE: No, no, no. We don't have any representatives anywhere. We are like, now Bernadette before she
 71 was working with Esther, a German girl, now Esther left, she moved to another company. So now
 72 since January Bernadette she has like a Sales team with Katie who is in charge of the Nordic
 73 Countries and the rest of the world. We do have Marita which is working with the German market, and
 74 myself on the French market and Spanish market and then Bernadette.

75 IR: That's also not a big team.

76 IE: So we are all based in Dublin and at least once per month we are going for a week to a Sales trip.

77 IR: Ah, okay, at least once per month. And then you meet potential clients or you meet existing
78 clients?

79 IE: Both.

80 IR: Both, okay.

81 IE: Yeah.

82 IR: And it's basically spread all over France? Or is there like an area where there are most?

83 IE: Yeah, no, no, it's all over France because Paris, and then you will have East of France, North of
84 France, so yeah it's (not understandable) area, yeah.

85 IR: And do you think that these personal meetings are important to the clients?

86 IE: Yes, definitely because for example our competitors Abbey Tours, they do have like a (not
87 understandable) based in France and we can see that, how can I say that, as I mean they are stronger
88 as we do have somebody you know, based in France, but now also before it wasn't so much politic of
89 the company and Bernadette as she was alone, she couldn't do everything, so now this is also the
90 new, I mean something new, something new that our CEO wants us to do. So I mean for doing a
91 Sales trip once per month.

92 IR: Yeah.

93 IE: And because of, for example, two weeks ago I went to Lyon and I met like some historical clients
94 and they are working with us and it's working very well. And you see she has not been visited for
95 years, so like something like four, five years. So you see it's a long time also, so we need to, we have
96 to visit the historical clients, existing clients, yeah.

97 IR: Yeah. So personal contact...

98 IE: Because it is important to maintain the relationship.

99 IR: Yeah, yeah! Very good point. Do you think that there are any, any other factors that influence the
100 French market, cultural or political or motivational? The end clients, if we talk about the end clients,
101 what do you think motivates them to travel?

102 IE: So, basically I would say that French clients always have a good picture of Ireland, have been
103 attracted by Ireland. Then is a safe country, so it's not so far from France and you can easily fly from
104 France to Ireland. You have several flights from Paris also from the countryside. So the access is quite
105 easy, then the only problem if I can say will be the price.

106 IR: Yeah!

107 IE: Ireland is a bit too much expensive, but I mean, there are always, even if it's quite difficult
108 sometimes for the travel agents to sell Ireland, (not understandable) requests for Ireland, so the
109 country has still a good picture for French people.

110 IR: Yeah. So you think that they have a stereotype in their head that it's safe, that it's nice to visit and
111 which is very important to them?

112 IE: Yes, yeah definitely.

113 IR: And do you think that they are very easily influenced by the media? Let's say if something
114 happens, like it happened in London, do you think that French people are very receptive to that?

115 IE: Oh yeah, more and more since the attacks we got in Paris and in France, yeah.

116 IR: Yeah, so Ireland, toi toi toi.

117 IE: Yeah I mean, you got now people are more and more worried about the attacks, so... and because
 118 we had a lot in France, now we are more careful. And also about the communication, we have like a
 119 very good Tourism Ireland office in Paris. And they are very good about communication. For example
 120 in February we did some adverts on TV, also in the subway and also can provide support for the travel
 121 agency, you know to put some decoration inside of the agency, things like that. So the team from the
 122 Tourism Ireland in Paris is very good.

123 IR: So they actively support you in basically representing the country, promoting?

124 IE: Yeah.

125 IR: Ah, okay.

126 IE: Yeah. For the promotion and also they can support you with (not understandable) funds, things like
 127 that yeah.

128 IR: That's interesting.

129 IE: Yeah.

130 IR: Do you think French people are in general TV watchers if you can say it like that?

131 IE: Yes, yeah because after my visit to France, first Sales trip you know, the following day I was talking
 132 with some travel agent and then also people talked a lot about this adverts on the TV. So yeah, as
 133 soon as, you know (not understandable) something like seven or eight in the evening most of the time
 134 people are in front of the TV. With the news, the news are at eight, so, and then you have the movie
 135 which is starting, so yeah...

136 IR: Yeah, exactly, exactly. Is there anything that comes, anything else that you would like to add that
 137 comes to your head with regards to characteristics for French people, how they travel, or how they
 138 search for information? Do you think it's more online, offline, yeah anything that you could think of?

139 IE: Right now...

140 IR: That's fine.

141 IE: I think that now people, but it's not maybe linked to that, that people are again booking, doing
 142 booking on last minute compared to before.

143 IR: Yeah. Yeah. No that's a very good point.

144 IE: So maybe you know it could be a good pop up for the head also. If they see something on the
 145 social media or on a, as an advert on the TV, it could influence them, yeah.

146 IR: Cool! Awesome, well that was it already. I found out things that I wanted to find out. Thank you
 147 very much for taking the time and for helping me...

148 IE: Yeah, is it okay? Are we done already?

149 IR: Yeah, that's perfectly fine.

150 IE: Ah okay great! I hope I'm gonna be good help for yourself.

151 IR: You definitely helped me a lot.

152 IE: Okay great. I'm happy for you.

153 IR: Thank you, Marie. Thank you. See you soon, bye bye.

154 IE: You're welcome, Luisa. Have a good day and good luck for your research.

155 IR: You too. Thank you, bye bye!

156 IE: Bye bye!

6.7.5 Anais Pogorzelski

Interview promotional activities at Hotels & More

Harrow, April 25th 2018, 24:00 min.

Interviewer (IR): Luisa Lütkemeyer

Interviewee (IE): Anais Pogorzelski, Business Development Manager at Hotels & More

Interview number: 5

- 1 IR: Hi Anais. Thank you very much for taking the time for me, taking the time for me to talk to me
2 today.
- 3 IE: No problem.
- 4 IR: First of all, I would like you to confirm that it's okay that I use your results, your name which only
5 goes to my university.
- 6 IE: No problem at all.
- 7 IR: Perfect, thank you. First of all, I mean you kind of know me, I'm Luisa, working in the Marketing
8 team and we, I'm writing a project about how to approach the French market, what's typical for the
9 French, how they want to be addressed, how they want to communicate, what they want to see,
10 basically what they want to do, basically market research. So if you want to shortly introduce yourself,
11 what exactly you do within your team, yeah that'd be great.
- 12 IE: Right, so I'm Anais and I work in the Sales team at Hotels & More. My position is business
13 development manager and I basically work into the new business only. So everything that comes from
14 people we never worked with before, or we lost them because we had issues in the past. So I work
15 from scratch, so I need to get in touch with them and try to fix appointments, things like that and then
16 obviously the sales team here in London will follow-up with enquiries afterwards. So I'm just basically
17 the first contact, try to find enquiries and see what we can offer them. And then the sales team follows
18 up and then I would see them again probably later on. So yeah, it's a few months only that I've been
19 doing that, so I don't have results yet, cause it's about planting seeds. But hopefully shortly we'll have
20 results.
- 21 IR: Yeah. That's... it sounds actually really interesting. Like, I mean I don't know how...
- 22 IE: It does. It's sometimes frustrating cause you know, we're calling clients that... it's a lot of, we have
23 wasting time. We have clients where there are time consuming or you know they, I'm calling a lot of
24 people and some of them are not doing England or are not interested at all, they're selling other
25 destinations, so... But when you have a fish and kind of like potential, you really want to show them
26 the best and because we are the first, that usually is the first time we work with them, so they have no
27 kind of idea who we are and... it's great. And also to learn about the competition as well because most
28 of them are working with our competition and it's great to hear about them as well via other clients, so
29 it's really great, it's really interesting.
- 30 IR: Yeah. And how do you basically start if you have a new potential client? How do you find them first
31 of all?
- 32 IE: Okay. So what we have in France, it's called "Les pages jaunes" which is a website that would
33 register every single company in France and you just have to type... What I do, I have a map of
34 France, Switzerland and Belgium cause I work on them – and we separate the France, we split them
35 into two, cause it would be too much – so I just kind of concentrate myself into a county and I will just
36 put the county name and like let's say travel agencies, coach operator and it will come like registering.
37 And I know about the existing that we have already, so I wouldn't call them, but everything that sounds
38 new or is new to me, and... you know I have to make a lot of researches before calling obviously, so it
39 takes time. And then when I know that they do our destination, I will call them up and introduce myself

40 and tell them what we're doing. Most of the time I will follow up with an email or create a sales lead in
 41 the system, so I can, I know myself, maybe they work into the brochure, let's say in six months, I will
 42 call them up or, and if I have the chance... and if I see that there is a big potential in this area for
 43 example, I'll definitely plan a business trip there. So that's, yeah, that's how I try to work right now
 44 which is great so far, it's working and we just actually decided this morning that to me, when I have an
 45 enquiry, I will just give it to someone in sales, but now I have a person in particular that will take care
 46 of it cause... so it's easier for me to keep track.

47 IR: Yeah, yeah.

48 IE: Because within the three people, four people it's hard then to follow-up "ah okay, so you took care
 49 of this and (...)" So now I have a person in particular for the new business, so (...) business, so it's
 50 great.

51 IR: Nice!

52 IE: I think it's gonna be effective.

53 IR: You're talking about sales trips – so that's basically mainly what you have to do when you're in
 54 France, right? How often do you go on sales trips?

55 IE: So it's, we're trying to do that like a full week once a month. So yeah, and...

56 IR: And it's only you?

57 IE: Yeah. Well, Marie Laure is also doing that, but because she's, I mean leading the team here keeps
 58 her busy, but she does that, she tries to do at least once a month as well, a sales trip.

59 IR: And then what you basically do is you go there and you introduce... I mean what basically... they
 60 probably show you the office and...

61 IE: I use our lovely brochure that we have.

62 IR: You take the brochure with you?

63 IE: Yeah, yeah. I have a lot of brochures at home, so yeah, basically. They really appreciate it actually
 64 this year, how it's done and most of them talk a lot about our Marketing stuff that we're working on
 65 since we became TPG. We're much more on social media and everything, so they know a bit about us
 66 which is really good.

67 IR: Yeah!

68 IE: Yeah, basically, the brochure it's like, it's really helpful for me, so I can present properly what we're
 69 doing. Always start with TPG and then explain that I'm more Hotels & More and that's what we're
 70 doing. Obviously it depends on the end clients, if it's more FIT then you would use other kinds of
 71 things, like I would print some scheduled departures beforehand, so it's just yeah...

72 IR: Yeah, yeah. So do you think – so it's great to hear that the brochure is helpful – do you think social
 73 media is a big thing in France, or for our clients basically, or more print documents?

74 IE: Depends who.

75 IR: Yeah.

76 IE: I have a few clients that would, that are following us on Facebook, but this is something I try to
 77 push it as well when we're there. Because some of them, we... like let's say the coach operator,
 78 they're not keen on doing that. Well, they would some of them because they try to be trendy or they try
 79 to kind of renew, but most of them will not really do that. But I think it needs to be pushed because
 80 that's really necessary. And I mean, no it's... I'm trying to... the brochure is definitely something we
 81 have to keep and we can't do an online brochure for example.

82 IR: Yeah.

83 IE: This is now way, because they love to have the paper there. And it's there, it's there. Because...
 84 and the business cards and (not understandable) they would remember me just because of that. But
 85 social media, I mean you can tell we don't have a lot of followers.

86 IR: No...

87 IE: And even though, I sometimes... if I see that they are on social media and things like that, or
 88 Instagram, I would just "yeah, you can follow us as well, we have (not understandable)."

89 IR: Yeah, but it's not like a priority?

90 IE: No, no. I'm thinking about all the kind of things that we could, but no. Apart from the brochure and
 91 social media we don't do... A trade fair obviously.

92 IR: That was actually my next question. Like Top Resa there was, that's I think the only French one we
 93 have, right?

94 IE: That we're going.

95 IR: Yeah.

96 IE: They all... we used to go to the French two, which happens in February, I went. It's every two
 97 years, it's "Meet the French" and it's in Paris. But we don't go anymore because it's not a big thing.

98 (Interview was interrupted by someone, continued later on, part 2 as below.)

99 IR: Okay, short interruption – interruption, do you say that?

100 IE: Yeah!

101 IR: But that's fine, we're just gonna keep on going where we stopped. Trade shows – we talked about
 102 Top Resa I think.

103 IE: Yeah, and I was saying that we have Top Resa, Top Resa is the main one. And it was two
 104 different, MaPro and Top Resa before and now it became the same trade fair now. It's in September,
 105 so it's the trade fair that we have to be there cause everyone is there. And yeah, there are others that
 106 we could obviously be. One in Marseille as well, a few trade fairs that you could, but we think that Top
 107 Resa is the main one and we have to be there, so it's a full week, and it's, yeah it's a lot of, yeah it's
 108 quite big.

109 IR: It's a whole week? It's in Paris, right?

110 IE: Yeah, it's a whole week. Yeah, yeah it's in Paris. And, yeah usually you make a lot of contacts and
 111 we don't have... we try to take appointments, but again, different market. Like when I see the RDA for
 112 the German or any kind of trade fair, they would have the full schedule and they wouldn't have so
 113 much time for the walking clients, so at least they will have someone who had to deal with it. What we
 114 do is more like, we take appointments, but again, French people they tend to cancel, they tend to "oh
 115 no, we won't take appointment because you know, we don't know really when we're gonna be free
 116 and we will come and see you". So you know that they will come, they usually do but it's never
 117 German way. But it's really, it's really, yeah I think it's really important and usually it's effective
 118 afterwards, we do a follow-up, we send offers and yeah.

119 IR: Yeah. Talking about follow-ups: if you – I'm not sure how it works – if you for example contact a
 120 travel agency, potential travel agency, and they might tell you "yeah we'll get back to you" or I mean, I
 121 don't know how that usually works, do you think... how is it in the French market with the chasing? Do
 122 they like to be...?

123 IE: Pushed, yeah. I think no one likes to be pushed, right? Because at the end of the day everyone is
 124 busy and usually they take time to, to have a reply from the end client and they don't want to push
 125 them either because they don't want to be, to sound very pushy.

126 IR: Yeah.

127 IE: So again, it's, it's how it's always been with this company – compare it to the German that where
 128 you gave them a deadline, they usually they tend to respect it. In France you will never have, unless
 129 you're working with the Belgium maybe it's slightly different, but no one's gonna come back to you
 130 before the deadline saying like "yeah, we (not understandable)" – you always have to call them up
 131 saying like "look, your option is running out, I just wanted to remind you", "oh, but yeah, that's fine
 132 Anais, you can confirm that", I was like "yeah, but you better tell me" you know, so they really kind of...
 133 you have to push them a lot. If you want them to confirm, you have to push them. Some of them you
 134 don't want to push them too much because it's, it all depends but yeah, they don't take it seriously
 135 when you have options dates. You always have to... it's not like we really want to be kind of clear
 136 without, but it's complicated. So, yeah.

137 IR: That's interesting.

138 IE: They would always have to push it anyway. "Oh yeah, but I haven't had time to talk to my client yet,
 139 can you push it again?"

140 IR: Yeah. Do you take – when you visit clients – do you take anything except brochures or any
 141 merchandise articles? Do you take like presentations with you, or do you ever hold any presentations
 142 or is it really just going there and saying this is what we do?

143 IE: Not yet. I always say to client who doesn't know the destination at all, that I'm happy if they have a
 144 big group like say more than 200 PAX, sorry, if they want to have a presentation of the tour or because
 145 they have to do it. Usually they do a presentation to sell the package and I'm like "If you need support,
 146 I'm happy to come as long as it's not, and if it's part of me being there and it, it's, you know, it works
 147 with the whole thing. And if it's a big fish, let's say it's a big series or things like that, I always tend to
 148 tell them "look I'm happy to do a PowerPoint and come and present everything" but no, that's not
 149 something I've done yet, and... but I try to tell them that I'm happy to do that. But I would take some of
 150 the, our calendars if I, if I know that they're keen on that. One of our clients said "oh, oh you're from
 151 Hotels and More, oh you're doing UK, oh you're gonna come with a bottle of Whisky then?" I was like
 152 "hm, maybe we'll see, I'll come with the brochure first and then I'll see". So, you don't need to bribe
 153 them.

154 IR: Yeah.

155 IE: To get the client there. They stay professional. It's not something that would work. Even though lots
 156 of them in competition, I know they do that a lot. I wouldn't be, I would feel uncomfortable, like coming
 157 with a, thousands of goodies.

158 IR: Yeah, then it might feel like you are actually bribing them. "We brought this, work with us."

159 IE: Exactly. To me, I'm... especially with my business – because I'm doing the new one – what's the
 160 point? You can come and have a thousand of goodies, you don't even know them, you don't know
 161 what's the proper potential. So I don't know, I wouldn't be keen on doing that, so the brochure is
 162 enough and then... I try to, if I had like a, one of our clients it was a big anniversary, I didn't know, but I
 163 realized on the spot. And then I sent them a calendar and a pen like via post saying "oh that's for you",
 164 so I tend to do that a lot, a little bit, but yeah.

165 IR: Yeah, not priority.

166 IE: No, not at all.

167 IR: You said if they don't know anything about the destination – so there are travel agencies that might
 168 not do UK yet at all that you could contact?

169 IE: Oh yeah. Well, not that often.

170 IR: But if that happens? I mean they need to know something about the destination, right? So then it's
 171 basically your job to teach them what there is, what we have, or how...?

172 IE: Yeah. What I do is like a, usually if it's, if they don't feel comfortable, I... I have client she is so cute
 173 and she called me up before she's gotta meet her client and she's like "you know, Anais, I don't know

174 London at all and I've never been there, but if my client is asking me blablabla... or some of our clients
 175 have also asked to prepare a PowerPoint, we don't really have time to do that. But we just tell them
 176 like "look, if you have questions, give me a quick call, I'll answer you, so you feel more comfortable
 177 during your presentation, so..." But we would never have anything to send to them, so we just...

178 IR: Yeah, I mean it would be very general anyways.

179 IE: Yeah.

180 IR: So whenever they have questions that you are basically the destination expert and they...

181 IE: Yeah, I tend to tell them "Feel free, don't feel uncomfortable asking me. We are the ones that are
 182 happy to help, so..." That's what I do.

183 IR: Yeah. I mean obviously it's important for everyone to find the right balance between the right
 184 product and the right price. How price sensitive do you think are the Frenchies?

185 IE: They're really price sensitive. They're not... I mean I saw it, you know, they have partnerships for
 186 years and years with an inbound company and when I go there, if we're cheaper, they will "ah yeah,
 187 Anais I'll give it a try, even though I don't know you, I think if you're cheaper I'll go with you". They
 188 really look at the price because at the end of the day what they wanna do is that the tours, the tour is
 189 selling and we all know that that people usually go to the cheaper.

190 IR: Yeah.

191 IE: So yeah, price is really important and that's why also we, yeah, the margin on the French market is
 192 so low right now because we need it to. Like the competition works on 1-2% margin, so you have to.
 193 Even though I know sometimes it's, you wonder if there is a mistake or like a, a budgeting mistake,
 194 then it's gonna be crazy, it's gonna be lost, but yeah, they're really sensitive to that, unfortunately.

195 IR: More sensitive to the German market for example, would you say?

196 IE: Well, it depends on clients on the German market, I know as well they, they... it depends on their
 197 client. Some of them are really faithful and they will stay even though it's one or two euros more. On
 198 the French market I'm not sure.

199 IR: If they would be loyal.

200 IE: Yeah. Yeah. They're not faithful and they always "you know, Anais, there will be on us sometimes
 201 saying like 'it was two euros cheaper, even though I like to work with you, I need to, I have a budget,
 202 my director told me to get the cheaper and the best value for money, so I'll go to..." So they would
 203 never... some of them would, but margin rating, it's strange, right? So you have to be really
 204 competitive.

205 IR: Maybe culture, politics play an important role as well. The travel of the French people in general.
 206 Do you think, for example what happened in London – was it last year or two years ago, no last year I
 207 think it was –

208 IE: Yes, last year. Same year.

209 IR: On Borough Market. Do you think French people are very receptive to what's shown in the media
 210 and very influenced by it?

211 IE: Yeah. I mean...

212 IR: Did sales go down?

213 IE: Yeah. Well, when it had happened, we hardly had cancellations because people paid everything in
 214 advance, right? So during the high season they travelled, most of them. We only had one student
 215 group to cancel, which makes sense, students, you know, they travelling without parents, so they're
 216 obviously really worried. But we postponed the trip, we had a chance to postpone the trip for free to
 217 the next year. So you see, in that position they postponed the trip which means they're not really afraid

218 anymore, but on the spot they were really afraid to come. Which doesn't really make sense because
 219 we all know that when it happens, it hardly happens the week after again. But they postponed the trip,
 220 so I was really surprised because (not understandable) in year, who knows that's gonna happen again
 221 the same time. And again, but then what happened is that the request for London for example, that
 222 dropped completely. And, but I think it's more like a, a thing as well – we had a lot of requests for
 223 London at four, five years ago maybe. And then all clients telling me "you know, we had London, it was
 224 really trendy at that, and then it's coming back every four years, you will see, it's gonna come back,
 225 but now it's not London right now". So you see, they go with the trendy thing, but I think the attacks
 226 obviously didn't (not understandable) you know we had so many attacks in France and it was, also we
 227 had one in a really small village and no one expected that. And people were really "oh, you know it
 228 happens anywhere, so if you go London, if you go Berlin, if you go anywhere you're not really safe".

229 IR: Yeah, true.

230 IE: Even in a small village, so Paris has been really affected by that, really, really deeply. But it's
 231 coming back bit by bit, but obviously you always have a drop, so yeah.

232 IR: That's probably, I mean you can't change it anyways and if you travel or not, but yeah it's...

233 IE: Yeah, some client would say "you know Anais, I'm not even keen on selling it because it doesn't
 234 work of all the attacks and... so I'm not trying to push them, cause some were really close to... but
 235 some of them will say "yeah but you know it happens everywhere anyway", so I try... People always
 236 like London, Frenchies love London, they love it, they love Royalty, like you would see over the news. I
 237 mean I'm pretty sure it's the same in Germany.

238 IR: Yeah, yeah.

239 IE: But they've always been really keen on London cause we're not that far as well, so, but yeah. We'll
 240 see.

241 IR: So you would also say London is the main thing?

242 IE: That's the main thing, like the main destination they think about when we talk about Great Britain,
 243 definitely.

244 IR: Yeah, yeah. Do you think they know much about any other? Like for example to Dublin, city trip if
 245 we talk about city trips.

246 IE: Dublin – because we had a lot of advertising from, for Ireland the past year, we kind of, everyone
 247 knows the Irish and they know about beers and about like the how they're welcoming. So you know a
 248 little bit about Ireland. Scotland not much. Edinburgh, some people like, they don't even think about it.
 249 Cornwall no way. And when I tell them "it's like Bretagne in France, you know it's really nice and it's
 250 coastal landscapes and everything, you know"... no, but it's mainly London, Canterbury that they
 251 know. They will have heard about Liverpool for the Beatles, but that's it. So it's really, when I try to sell
 252 them it's like "yeah, Anais, you're right, this sounds amazing, but you know it doesn't... our clients are
 253 not that receptive cause they don't know, they've never heard about it", I was like "yeah, but you have
 254 to push it, you know, I mean"... Who knew about Slovenia like a few years ago?

255 IR: Yeah, exactly.

256 IE: Who knew about all those countries?

257 IR: But then yeah, it's the responsibility also for the travel agents to pass that on to their clients, right?
 258 Because you can't really reach the end client anyways.

259 IE: Yeah, so you have to convince them first, so they can... But yeah, advertising helps a lot and
 260 because of... we have a lot of for Ireland, so I think it helps, you know, and hopefully with VisitBritain
 261 as well, they're doing a campaign, I've seen that, so all of it plays even in Paris in cinemas, yeah so...

262 IR: It's actually interesting that there are companies that work with a Tourism board which is so smart.
 263 Because yeah active advertisement on spot is difficult if you don't have any organisation there, but

264 yeah apparently what I realized is that the Frenchies want to meet their partner and they want to have
 265 a relationship with their partner and meet them in person.

266 IE: Oh yeah, face to face is so important, yeah! That's why we agreed on me doing that basically.

267 IR: Maybe one last thing is interested to know – it's probably clear – that they only want to
 268 communicate in French. What if there would be a person not speaking French visiting them, do you
 269 think they would be...?

270 IE: It's funny, it's really funny. I think some of them will try, maybe in Paris that would work and not
 271 even...

272 IR: But in general...

273 IE: Yeah, they would be so scared, so scared. They wouldn't be confident in their English first. And it's
 274 obviously really hard to get them to find for you a time slot so you can meet them, (not
 275 understandable) always busy obviously. But no, the French language is so important to them.

276 IR: Yeah, yeah, okay.

277 IE: They hardly go direct, that's the thing. You would have a lot of Netherlands, or Belgium, Belgians
 278 go a bit direct sometimes, but even though, they like to have an inbound company, so you see they
 279 really like to have the French contact.

280 IR: Yeah, yeah. Okay, I think that was it from my side, you actually helped me a lot, lot.

281 IE: Yeah? I'm glad.

282 IR: If there is anything else you would like to add?

283 IE: No, I think I mean unless you have further questions while you're writing your thingy, I'm happy to
 284 answer that.

285 IR: Perfect, thank you.

286 IE: So with... you know, I could think about something else to tell you, but if I do, I'll email you. But no,
 287 so far we covered.

288 IR: Perfect, thank you very much.

289 IE: Good luck with that!

290 IR: Thank you!

6.8 Code tree

Axial and open coding

- Interview 1: Marie Laure Devigne
- Interview 2: Vera Lett
- Interview 3: Melody Fournelle
- Interview 4: Marie Belanger
- Interview 5: Anais Pogorzelski

Axial codes	Open codes	Fragments of interviews
Purchased products	<p>Food very important, take their time, relax, not too many activities, rather shorter trips</p> <p>Workers: center, hotel less important, more activities</p> <p>Seniors: food & hotel important, less activities, more staying in hotel</p> <p>Often high expectations of food, not informed about different standards in the UK</p> <p>Travel agencies: what's new, new trends, exciting tours, original new tours</p> <p>Coach operators: traditional tours</p> <p>Mainly city trips, London very popular, Madame Tussauds or Harry Potter (fun activities)</p> <p>London most popular, Canterbury, Liverpool maybe, Ireland a little, otherwise "never heard of it" hence end-clients will not buy</p> <p>A lot of activities included</p> <p>Ireland: Connemara famous due to French song, Dublin usually</p>	<p>1.36-1.41</p> <p>1.330-1.361</p> <p>2.42-2.46</p> <p>3.49-3.80</p> <p>4.40-4.43</p> <p>1.87-1.91</p> <p>1.101-1.102</p> <p>2.40-2.42</p> <p>2.47-2.50</p> <p>3.200</p> <p>5.236-5.254</p> <p>4.38-4.39</p> <p>4.53-4.56</p> <p>4.60-4.67</p>

	always included (pricy)	
Advertising	Newsletters not too often, don't like to be pushed	1.50-1.66
	French people TV watchers, very influenced by news, very receptive to what's shown in the media	1.464-1.513 2.64-2.70 3.128-3.138 3.230-3.232
	Brochure: important	2.56-2.61
	Taking on sales trip, very handy and helpful to present ourselves and our products, Online brochure unhandy	5.61-5.72
	Magazines (royal family) very famous in France (people's magazines)	3.200-3.240
	Social media: not so much in use at IWT	4.26-4.32
	Want to push, some use, most not active (should mention more frequent)	5.76-5.80
	Tourism Ireland agency based in France: adverts on TV and in subways, offering support for travel agencies on spot, good communication also about attacks	4.117-4.128
	Les pages jaunes to find partnering companies (follow up with sales lead or email)	5.32-5.43
Destination knowledge of clients	Travel agencies sufficiently informed, coach operators not (need to distinguish), co's need training in destinations	1.70-1.91 1.110-1.122
	French mostly connecting the UK to London only, we need to teach them and bring other	2.76-2.85

	<p>destinations closer</p> <p>Often not sufficiently informed about the food in the UK, very different from France</p> <p>Clients have asked for ppt about destination, happy to answer questions if agencies do not have extensive knowledge about destination</p> <p>Most people do not have knowledge about other destinations</p>	<p>3.49–3.80</p> <p>3.81–3.101</p> <p>5.174–5.182</p> <p>5.246–5.261</p>
Personal selling	<p>Follow ups via phone/email: don't like to be chased/pushed</p> <p>Meetings and visits are key, most important aspect to build relationship</p> <p>Relationships needed to increase bookings (via phone, in person, social media)</p> <p>frequent contact needed, not working with you if have not met you before, need French contact person, min. 1 – 2x/months be in contact</p> <p>IWT going at least 1x/month on sales trip to France, very important to establish new but also keep up longer clients</p> <p>Good also to find out about competition, full week 1x/month</p> <p>Trade shows: Top Resa, not too crucial, French clients not booking appointments, rather stop by to talk shortly, mostly meeting already known people</p> <p>Top Resa only relevant one, important to be there and show</p>	<p>1.42–1.49</p> <p>1.128–1.158</p> <p>1.182–1.87</p> <p>2.87–2.95</p> <p>2.103–2.106</p> <p>2.108–2.109</p> <p>4.76–4.98</p> <p>5.27–5.29</p> <p>5.55–5.58</p> <p>5.266, 5.279</p> <p>1.159–1.180</p> <p>1.89–1.203</p> <p>2.97–2.99</p> <p>5.103–5.118</p>

	<p>face</p> <p>Need to be there, full week of opportunity</p> <p>Presentations: not doing at the moment, would be good for big clients, support them for big presentations for associations</p> <p>Willing to support agencies with big groups for presentation to sell more, clients have asked for ppt about destination</p> <p>Phone calls: preferred, quick and easy (not too chasing)</p>	<p>1.245–1.266</p> <p>5.143–5.153</p> <p>5.174–5.175</p> <p>1.268–1.278</p>
Buying behavior	<p>Competitiveness: clients not working with xy due to xy working with competitor, quite sensitive towards that issue</p> <p>Price sensitive: end clients asking various different agencies, agencies asking various different tour operators, related to competitiveness, hence pricing is crucial</p> <p>Asking for e.g. central hotels, but cheap = challenge</p> <p>Want better quality, but cheaper prices</p> <p>Have more budget than Spanish and Germans</p> <p>Could become “unloyal” for lower price at competitor</p> <p>Time of booking: quite late, do not want to take risks (related to terror attacks), last minute bookings when reacting upon adverts</p>	<p>1.216–1.242</p> <p>1.286–1.306</p> <p>2.118–2.121</p> <p>3.182–3.189</p> <p>4.38–4.46</p> <p>5.185–5.204</p> <p>1.307–1.324</p> <p>2.37–2.39</p> <p>3.13–3.14</p> <p>4.141–4.145</p>
Factors influencing buying behavior	<p>Political: French president example of encouraging not to travel after Brexit, French quite</p>	<p>1.421–1.461</p> <p>2.133–2.137</p> <p>3.109–3.114</p>

	<p>sensitive</p> <p>People got scared, government large influence, people believing</p> <p>End-clients scared of terror</p> <p>Media: French receptive, media pushing a lot of negative events, very influenced by it</p> <p>Media immense influence on French people, TV shows at night, talk a lot about what is shown on TV</p> <p>Weather could influence travel</p>	<p>5.213–5.237</p> <p>1.464–1.513</p> <p>2.64–2.70</p> <p>2.76</p> <p>3.128–3.138</p> <p>4.130–4.135</p> <p>2.132</p>
Other characteristics	<p>Language: only French, not too confident in English</p> <p>Seniors more dependant on guides, younger people more independent</p> <p>Positive stereotype of Ireland (safe and close), but pricy</p> <p>Deadlines: less suitable in France</p> <p>Appreciate gift e.g. for anniversary or calendars, small items, but no “bribing”</p>	<p>2.124–2.126</p> <p>3.155–3.167</p> <p>4.102–4.112</p> <p>5.127–5.139</p> <p>5.150–5.164</p>
Bottlenecks/challenges	<p>Not visiting enough clients</p> <p>Pricing, destination knowledge, reaction time, frequency of reaching out, relationship (point of contact), media influences</p>	<p>1.519–1.538</p> <p>2.143–2.148</p>

6.9 Survey

6.9.1 English

Questionnaire for Hotels and More Ltd.

My name is Luisa and I am part of the Marketing Team at Hotels & More, the B2B expert for the UK and Ireland based in London. I am currently working on a project about how Hotels and more can better service you as a partner and also keep you informed about trends and developments, products and any other relevant news. For this, I am conducting research in order to eventually give recommendations to the Management and would like to kindly ask you to fill out this questionnaire which should take approximately 5–10 minutes. Thank you for your help!

1. General information

1.1 Where is your head office based?

- ☐ North of France
- ☐ South of France
- ☐ East of France
- ☐ West of France
- ☐ Region around Paris
- ☐ Belgium/Switzerland

1.2 Are you

- ☐ a travel agency
- ☐ a coach operator
- ☐ Other, namely: _____

1.3 Are you mainly handling

- ☐ workers
- ☐ seniors
- ☐ Other, namely: _____

2. Products and destination

2.1 Which destination do you mainly sell to your clients (multiple answers possible)?

- ☐ London only
- ☐ England, namely: _____
- ☐ Scotland, namely: _____
- ☐ Ireland, namely: _____
- ☐ Wales, namely: _____

2.2 What is the usual length of the tours you sell (on average)?

- ☐ Daytrips
- ☐ 2–4 days
- ☐ 5–8 days
- ☐ 8 days or more

2.3 What kind of tours do you mainly sell (multiple answers possible)?

- ☐ Citytrips
- ☐ Round tours
- ☐ Food tours
- ☐ Cultural tours
- ☐ Active tours
- ☐ Historical tours
- ☐ Other, namely: _____

2.4 Please tick a box for each statement.

Statement from your point of view	Strongly disagree	Somewhat disagree	Neutral	Somewhat agree	Strongly agree
Our clients find that good food is important.					
Our clients would like a lot of fun activities included in the tours.					
Our clients are satisfied with basic sightseeing.					
Our clients think a central location of the accommodation is crucial.					
Our clients think good quality of the accommodation is crucial.					

2.5 How would you assess your level of knowledge about the UK and Ireland (1 = little knowledge, 5 = very good expertise)?

- ☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

2.6 Would you like to learn more about the UK and Ireland?

- ☐ Yes ☐ No ☐ Maybe

2.7 Apart from the products you sell most, would you like to learn more about other attractions and spots in the UK and Ireland?

2.8 ☐ Yes ☐ No ☐ Maybe

3. Communication

3.1 Please tick a box for each statement.

Statement from your point of view	Strongly disagree	Somewhat disagree	Neutral	Somewhat agree	Strongly agree
We prefer phone contact over email contact.					
We like to be reminded/contacted at least once a month.					
We think it is important to meet our business partner in person.					
We prefer our contact at Hotels & More to be French.					
We think it is important to attend trade shows.					

3.2 How often would you like to meet your business partner?

- ☐ Not important at all
- ☐ About 4–5 times a year
- ☐ Every two months
- ☐ Every month
- ☐ Twice a month
- ☐ Other, namely: _____

3.3 How often would you like to be in contact with your business partner (phone/email)?

- ☐ Only when necessary
- ☐ Every few weeks
- ☐ Once a month
- ☐ Every week
- ☐ On a daily basis
- ☐ Other, namely: _____

3.4 Would you be interested in Hotels & More holding presentations about the destination and/or products for you and/or your clients?

- ☐ Yes
- ☐ No
- ☐ Maybe

3.5 What do you find most interesting with regards to newsletters (multiple answers possible)?

- ☐ Interesting facts about the destination
- ☐ Business/personal news
- ☐ Updates on political events
- ☐ Original, exciting tours
- ☐ Traditional tours
- ☐ Attractive design with nice images
- ☐ Informative content
- ☐ Interactive tools
- ☐ Other, namely: _____

3.6 Please tick a box for each statement.

Statement from your point of view	Strongly disagree	Somewhat disagree	Neutral	Somewhat agree	Strongly agree
The Hotels & More brochure is helpful to see what they offer.					
The content of the Hotels & More newsletter is interesting and relevant.					
We would like to receive the newsletter every two weeks or less.					
We read (travel) magazines on a regular basis.					
Print material is more important to us than online material.					
We are active online (social media/online magazines).					
TV advertisements influence us and/or our clients in buying					

products and/or looking into new trends and ideas.					
Public posters (e.g. in subway stations) influence us and/or our clients in buying products and/or looking into new trends and ideas.					
We like to receive articles, such as calendars or pens.					

4. Media

4.1 Please tick a box for each statement.

Statement from your point of view	Strongly disagree	Somewhat disagree	Neutral	Somewhat agree	Strongly agree
We consider ourselves informed about political happenings in the UK and Ireland.					
In case of negative events, we can contact the incoming and learn about the situation.					
The media influences the people in our country.					
Stereotypes play a big role for our travelers.					

5. Comments and remarks

- 5.1 With regards to newsletters or the brochure: is there any specific content you would like to see more? Do you have any general remarks about our communication or other? Please help us improve by noting comments below:
-
-

6.9.2 French

Questionnaire for Hotels and More Ltd.

Je m'appelle Luisa et je fais partie de l'équipe marketing de Hotels & More, l'expert B2B du Royaume-Uni et de l'Irlande basé à Londres. Je travaille actuellement sur un projet sur la façon dont Hotels and more peut mieux vous servir en tant que partenaire et également vous tenir au courant des tendances et des développements, des produits et de toute autre nouvelle pertinente. Pour cela, je mène des recherches afin de donner éventuellement des recommandations à la Direction et je voudrais vous demander de bien vouloir remplir ce questionnaire qui devrait prendre environ 5-10 minutes. Merci de votre aide!

6. Informations générales

- 6.1 Ou se trouve votre siège ?

☐ Nord de la France
☐ Sud de la France
☐ Est de la France
☐ Ouest de la France
☐ Région autour de Paris
☐ Belgique/Suisse

- 6.2 Vous êtes:

☐ Une agence de voyage
☐ Un coach opérateur
☐ Autre : _____

- 6.3 Vous travaillez plutôt avec des:

☐ CE
☐ seniors
☐ Autre: _____

7. Produits and destination

- 7.1 Quelle est la destination principale que vous vendez à vos clients (plusieurs réponses possible)?

☐ Seulement Londres
☐ Angleterre, à savoir: _____
☐ Ecosse, à savoir: _____
☐ Irlande, à savoir: _____
☐ Pays de Galles, à savoir: _____

- 7.2 Quelle est la durée moyenne des voyages que vous vendez ?

☐ 1 journée

- ☐ 2–4 jours
- ☐ 5–8 jours
- ☐ 8 jours ou plus

7.3 Quel type de voyages vendez-vous (plusieurs réponses possible)?

- ☐ Voyage dans une ville
- ☐ Un circuit
- ☐ voyage culinaire
- ☐ Voyage culturelle
- ☐ Tour actif
- ☐ Voyages à thématique historique
- ☐ Autre: _____

7.4 Merci de bien vouloir cocher une seule case pour chaque figure de cas.

Votre point de vue	Pas du tout d'accord	Plutot pas d'accord	Neutre	Plutot d'accord	Tout à fait d'accord
Nos clients trouvent que la nourriture est importante					
Nos clients souhaiteraient beaucoup d'activités amusantes dans les circuits					
Nos clients sont satisfaits avec des visites classiques					
Nos clients pensent qu'un hotel central est indispensable					
Nos clients pensent que la qualité de l'hébergement est cruciale					

1.1 Comment évalueriez-vous votre niveau de connaissance du Royaume-Uni et de l'Irlande (1 = peu de connaissances, 5 = très bonne expertise)?

O 1 O 2 O 3 O 4 O 5

1.2 Voudriez-vous en savoir plus sur le RU et l'Irlande?

O Oui O Non O Peut-être

1.3 En dehors des produits que vous vendez le plus, souhaitez-vous en savoir plus sur d'autres attractions et spots au Royaume-Uni et en Irlande?

O Oui O Non O Peut-être

3. Communication

3.1 Veuillez cocher une case pour chaque figure de cas.

Votre point de vue	Pas du tout d'accord	Plutot pas d'accord	Neutre	Plutot d'accord	Tout à fait d'accord
Nous préférons un appel téléphonique plutôt qu'un email					
Nous aimons être rappelé / contacté au moins une fois par mois					
Nous pensons qu'il est important de rencontrer ses partenaires commerciaux en face à face					
Nous pensons qu'il est important d'assister à des salons professionnels					

3.7 A quelle fréquence souhaitez-vous rencontrer votre partenaire commercial?

O Pas important du tout

O Environ 4-5 fois par an

O Tous les deux mois

O Chaque mois

O Deux fois par mois

O autre: _____

3.8 A quelle fréquence souhaitez-vous être en contact avec votre partenaire commercial (téléphone / e-mail)?

O Seulement quand c'est nécessaire

O Toutes les quelques semaines

O Une fois par mois

O Chaque semaine

O Au quotidien

O Autre: _____

3.9 Seriez-vous intéressé par les présentations de Hotels & More sur la destination et / ou les produits pour vous et / ou vos clients?

O Oui

O Non

O Peut-être

3.10 Qu'est-ce que vous trouvez le plus intéressant en ce qui concerne les bulletins d'information (plusieurs réponses possibles)?

O Faits intéressants sur la destination

O Nouvelles professionnelles / personnelles

O Mises à jour sur les événements politiques

O Tours originaux et passionnants

O Visites traditionnelles

O design attrayant avec de belles images

O Contenu informatif

O Outils interactifs

O Autre: _____

3.11 Veuillez cocher une case pour chaque figure de cas.

Votre point de vue	Pas du tout d'accord	Plutot pas d'accord	Neutre	Plutot Neutre	Tout à fait d'accord
La brochure Hotels & More est utile pour découvrir les circuits proposés					
Le contenu de la newsletter Hotels & est intéressant et pertinent					
Nous aimerions recevoir la newwsletter toutes les deux semaines ou moins					

Nous lisons régulièrement des revues touristiques					
Le format papier est plus important pour nous que l'information en ligne					
Nous sommes présents sur internet (réseaux sociaux / magazines en ligne)					
Les publicités TV nous influencent / influencent nos clients dans l'achat de produits et / ou l'étude de nouvelles tendances et idées					
Les affiches publicitaires (par exemple dans les stations de métro) nous influencent / influencent nos clients dans l'achat de produits et / ou l'étude de nouvelles tendances et idées					
Nous aimons recevoir des articles, tels que					

des calendriers ou stylos					
------------------------------	--	--	--	--	--

4. Média

4.1 Veuillez cocher une case pour chaque figure de cas.

Votre point de vue	Pas du tout d'accord	Plutôt pas d'accord	Neutre	Plutôt Neutre	Tout à fait d'accord
Nous nous considérons informés des événements politiques au Royaume-Uni et en Irlande					
En cas de problème, nous pouvons contacter le réceptif pour en apprendre davantage sur la situation					
Les médias influencent les gens dans notre pays					
Les stéréotypes jouent un grand rôle pour nos voyageurs					

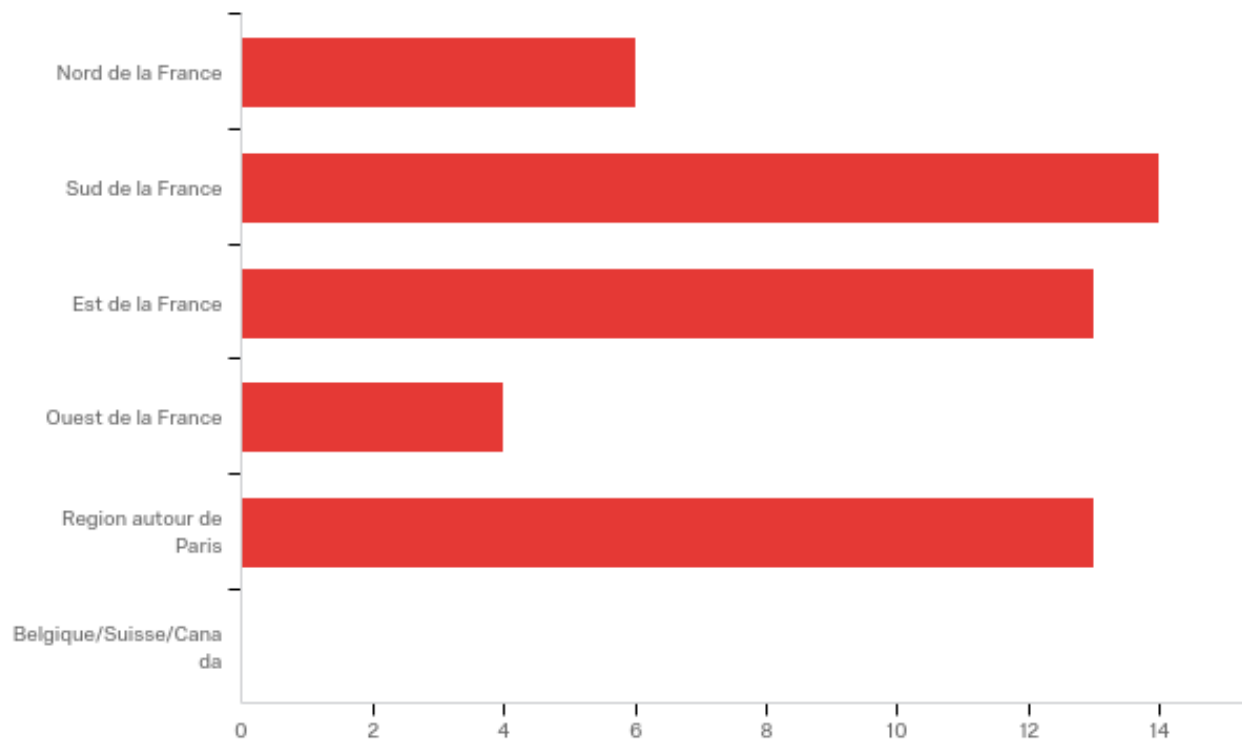
5. Commentaires et remarques

5.1 En ce qui concerne les newsletters ou la brochure: il y a-t-il un contenu spécifique que vous souhaiteriez y trouver plus souvent ? Avez-vous des remarques générales sur notre communication ou autre ? Merci de nous aider à nous améliorer en nous faisant part de vos commentaires ci-

dessous : _____

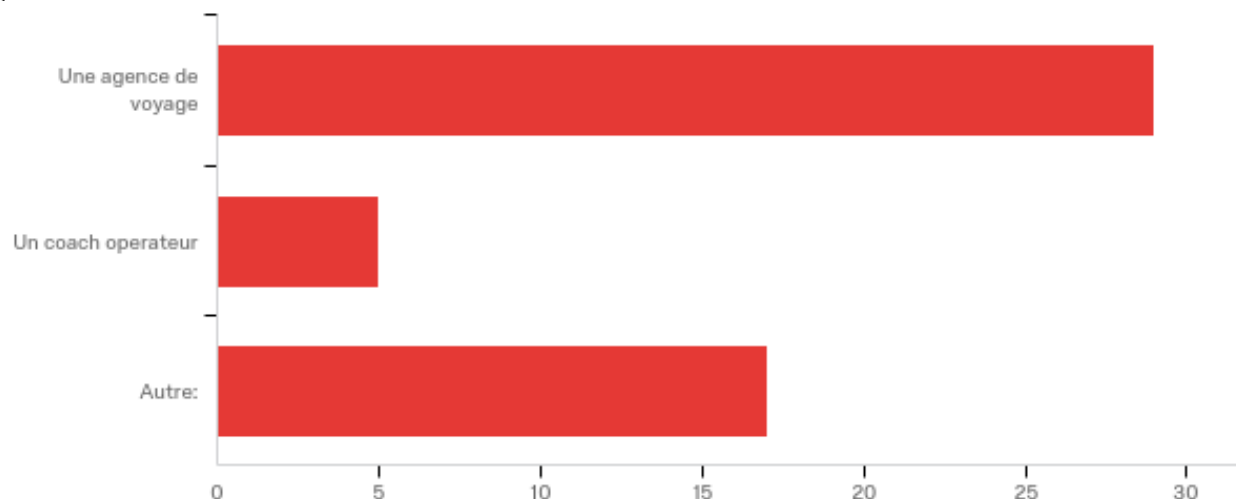
6.10 Survey analysis

Q1 – Ou se trouve votre siege?



#	Answer	%	Count
1	Nord de la France	12.00%	6
2	Sud de la France	28.00%	14
3	Est de la France	26.00%	13
4	Ouest de la France	8.00%	4
5	Region autour de Paris	26.00%	13
6	Belgique/Suisse/Canada	0.00%	0
	Total	100%	50

Q2 – Vous êtes:



#	Answer	%	Count
1	Une agence de voyage	56.86%	29
2	Un coach operateur	9.80%	5
3	Autre:	33.33%	17
	Total	100%	51

Autre:

Autre: – Texte

autocariste

Tour Operateur

Tour operator

AUTOCARISTE

AUTOCARISTE

AUTOCARISTE

Tour operateur

Agence MICE

Mice et agence

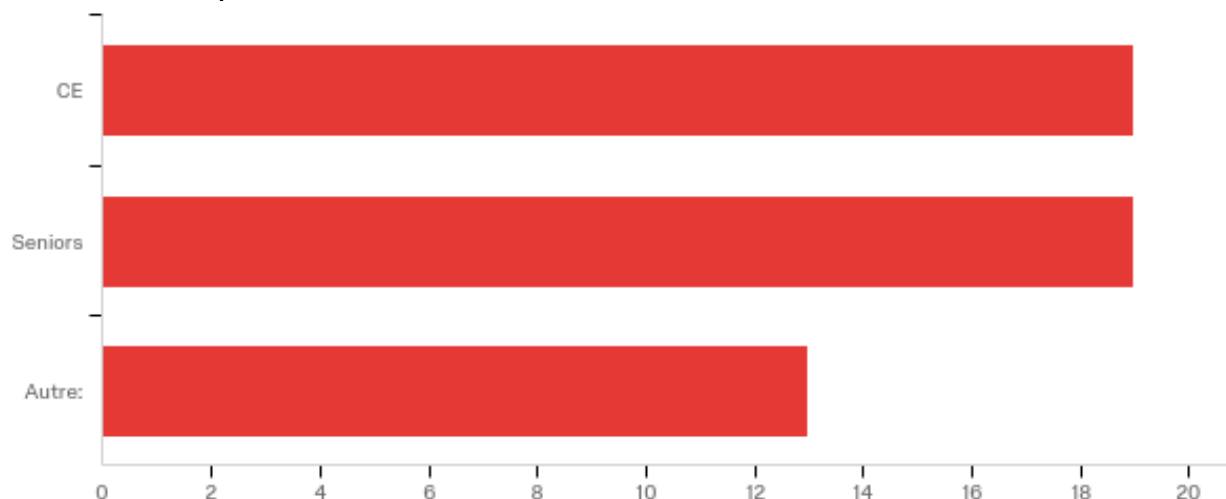
association

autocariste et agence de voyage

association

TO

Q3 – Vous travaillez plutôt avec des:



#	Answer	%	Count
1	CE	37.25%	19
2	Seniors	37.25%	19
3	Autre:	25.49%	13
	Total	100%	51

Autre:

Autre: – Texte

Senior et CE

Scolaires

scolaires

établissements scolaires

Tous groupes sans distinction

Associations culturelles

BtoB (entreprises) et étudiants écoles de commerce

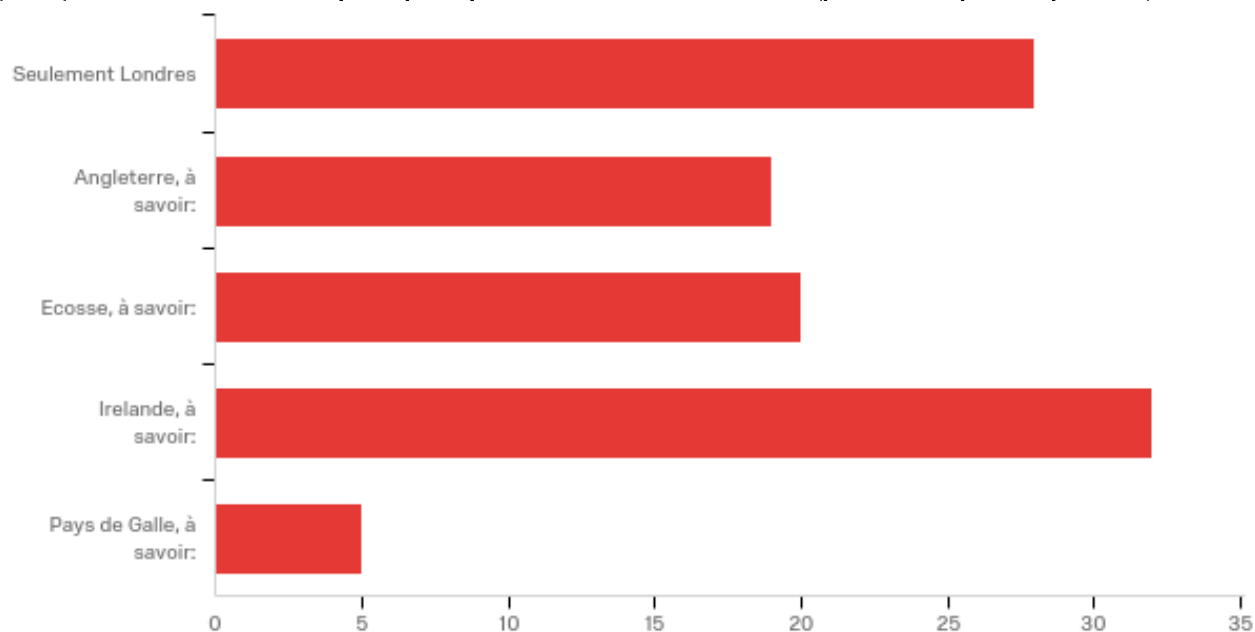
Société

Association

CE, SENIORS, AMICALES DE POMPIERS, GROUPE D'AMIS

scolaires

Q5 – Quelle est la destination principale que vous vendez à vos clients (plusieurs réponses possible)?



#	Answer	%	Count
1	Seulement Londres	26.92%	28
2	Angleterre, à savoir:	18.27%	19
3	Ecosse, à savoir:	19.23%	20
4	Irlande, à savoir:	30.77%	32
5	Pays de Galle, à savoir:	4.81%	5
	Total	100%	104

Angleterre, à savoir:

Angleterre, à savoir: – Texte

Angleterre pour le patrimoine et Londres

Brighton Oxford Bath

Bath, Oxford

Londres, Brighton

Londres principalement

Londres

Ecosse, à savoir:

Ecosse, à savoir: – Texte

Edimbourg

Edimbourg

Circuit

Edinburgh highlands

Edimbourg et circuit Ecosse

edimburgh

Irlande, à savoir:

Irlande, à savoir: – Texte

Dublin Galway

Dublin, Galway, Cork

Circuit

Dublin

Dublin et autres

Dublin

Dublin et Circuit Irlande

dublin galway

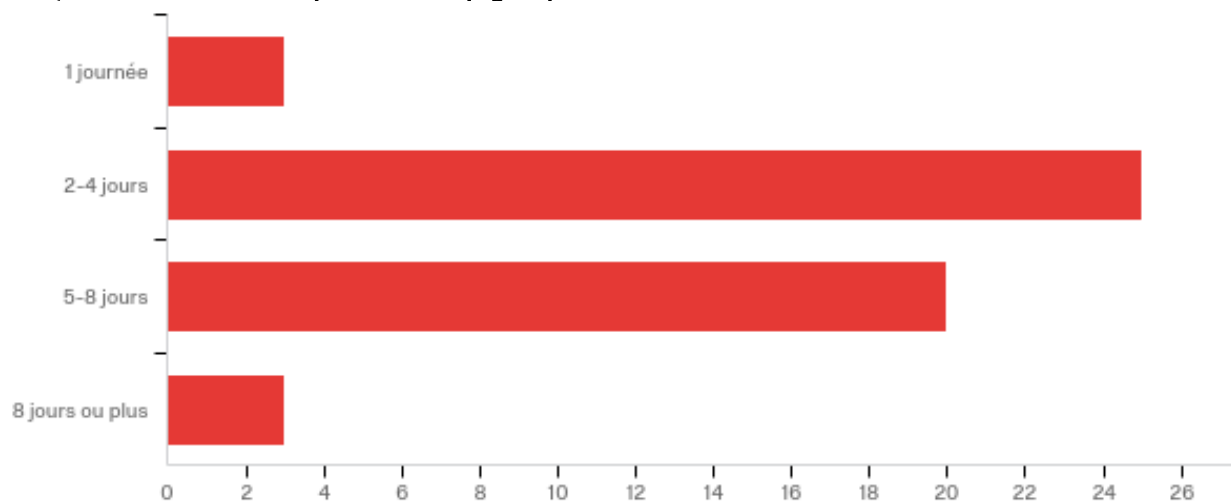
Dublin

Pays de Galle, à savoir:

Pays de Galle, à savoir: – Texte

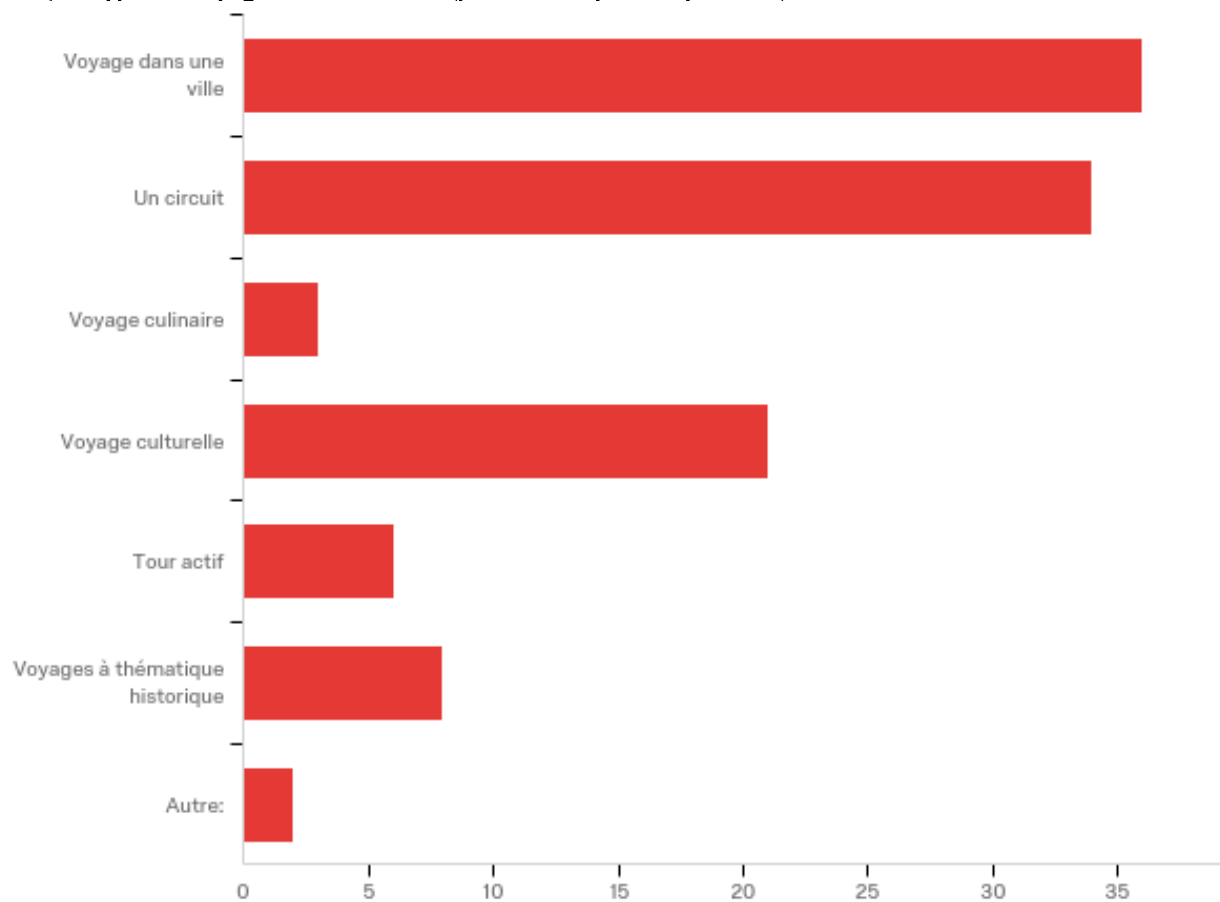
Cardiff

Q6 – Qu'elle est la durée moyenne des voyages que vous vendez ?



#	Answer	%	Count
1	1 journée	5.88%	3
2	2-4 jours	49.02%	25
3	5-8 jours	39.22%	20
4	8 jours ou plus	5.88%	3
	Total	100%	51

Q7 – Quel type de voyages vendez-vous (plusieurs réponses possible)?



#	Answer	%	Count
1	Voyage dans une ville	32.73%	36
2	Un circuit	30.91%	34
3	Voyage culinaire	2.73%	3
4	Voyage culturelle	19.09%	21
5	Tour actif	5.45%	6
6	Voyages à thématique historique	7.27%	8
7	Autre:	1.82%	2
	Total	100%	110

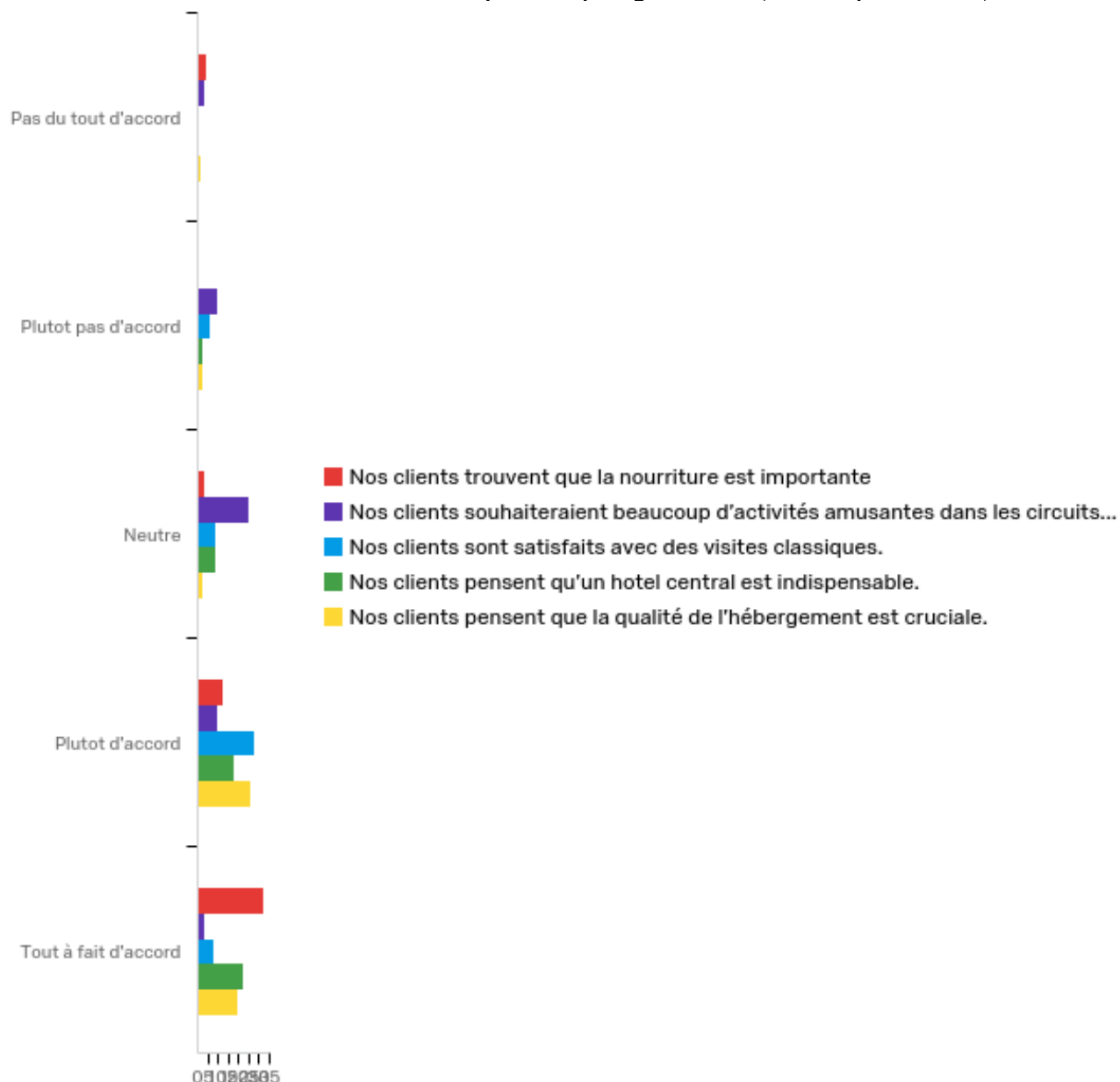
Autre:

Autre: – Texte

SEJOUR

Séminaire / assister à un match (foot, rugby)

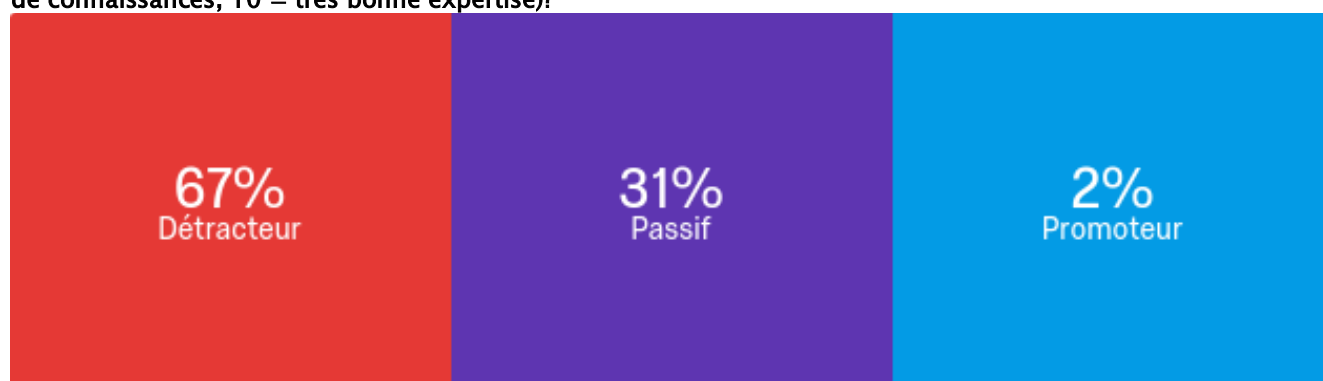
Q8 – Merci de bien vouloir cocher une seule case pour chaque figure de cas (de votre point de vue).



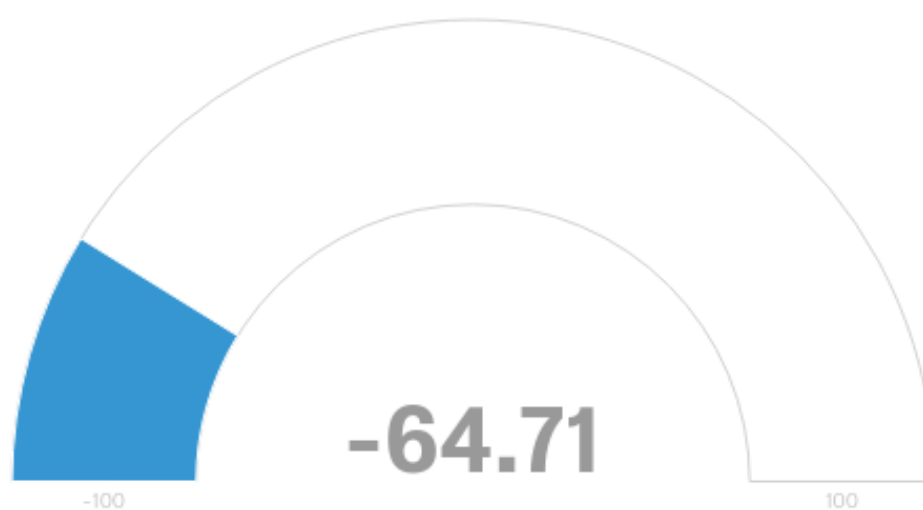
#	Question	Pas du tout d'accord		Plutot pas d'accord		Neutre		Plutot d'accord		Tout à fait d'accord		Total
1	Nos clients trouvent que la nourriture est importante	7.84%	4	0.00%	0	5.88%	3	23.53%	12	62.75%	32	51
2	Nos clients souhaiteraient beaucoup d'activités amusantes	5.88%	3	19.61%	10	49.02%	25	19.61%	10	5.88%	3	51

	dans les circuits.											
3	Nos clients sont satisfaits avec des visites classiques.	0.00%	0	11.76%	6	17.65%	9	54.90%	28	15.69%	8	51
4	Nos clients pensent qu'un hotel central est indispensable.	0.00%	0	3.92%	2	17.65%	9	35.29%	18	43.14%	22	51
5	Nos clients pensent que la qualité de l'hébergement est cruciale.	1.96%	1	3.92%	2	3.92%	2	50.98%	26	39.22%	20	51

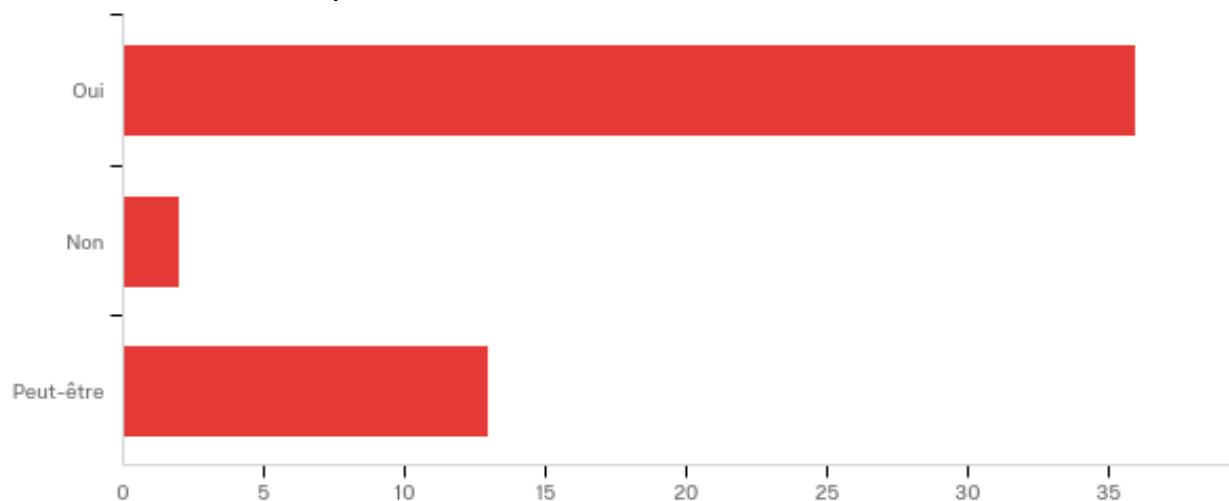
Q9 – Comment évalueriez-vous votre niveau de connaissance du Royaume-Uni et de l'Irlande (0 = pas de connaissances, 10 = très bonne expertise)?



■ Détracteur ■ Passif ■ Promoteur

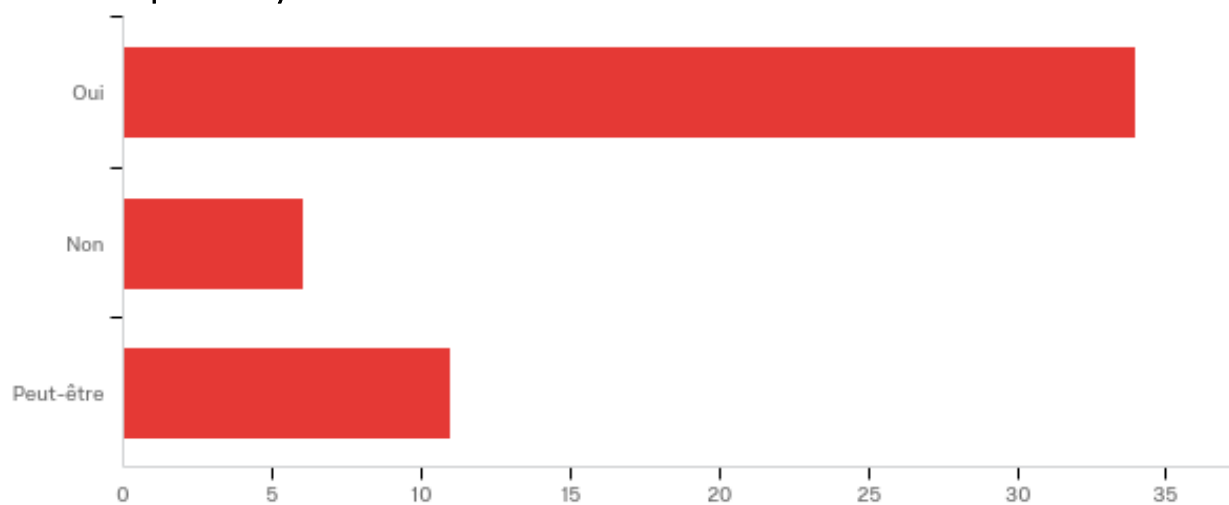


Q9 – Voudriez-vous en savoir plus sur le RU et l'Irlande?



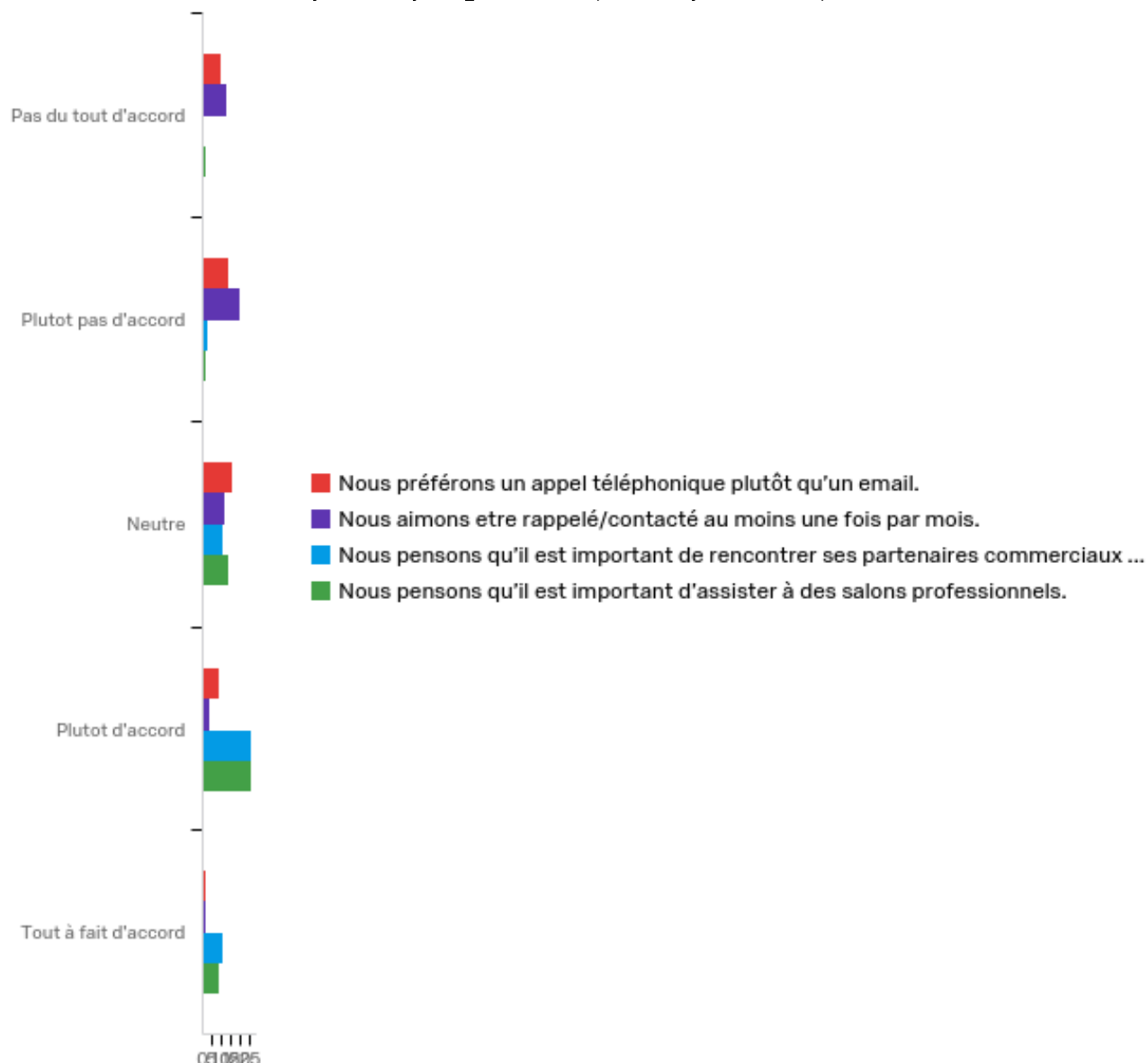
#	Answer	%	Count
1	Oui	70.59%	36
2	Non	3.92%	2
3	Peut-être	25.49%	13
	Total	100%	51

Q10 – En dehors des produits que vous vendez le plus, souhaitez-vous en savoir plus sur d'autres attractions et spots au Royaume-Uni et en Irlande?



#	Answer	%	Count
1	Oui	66.67%	34
2	Non	11.76%	6
3	Peut-être	21.57%	11
	Total	100%	51

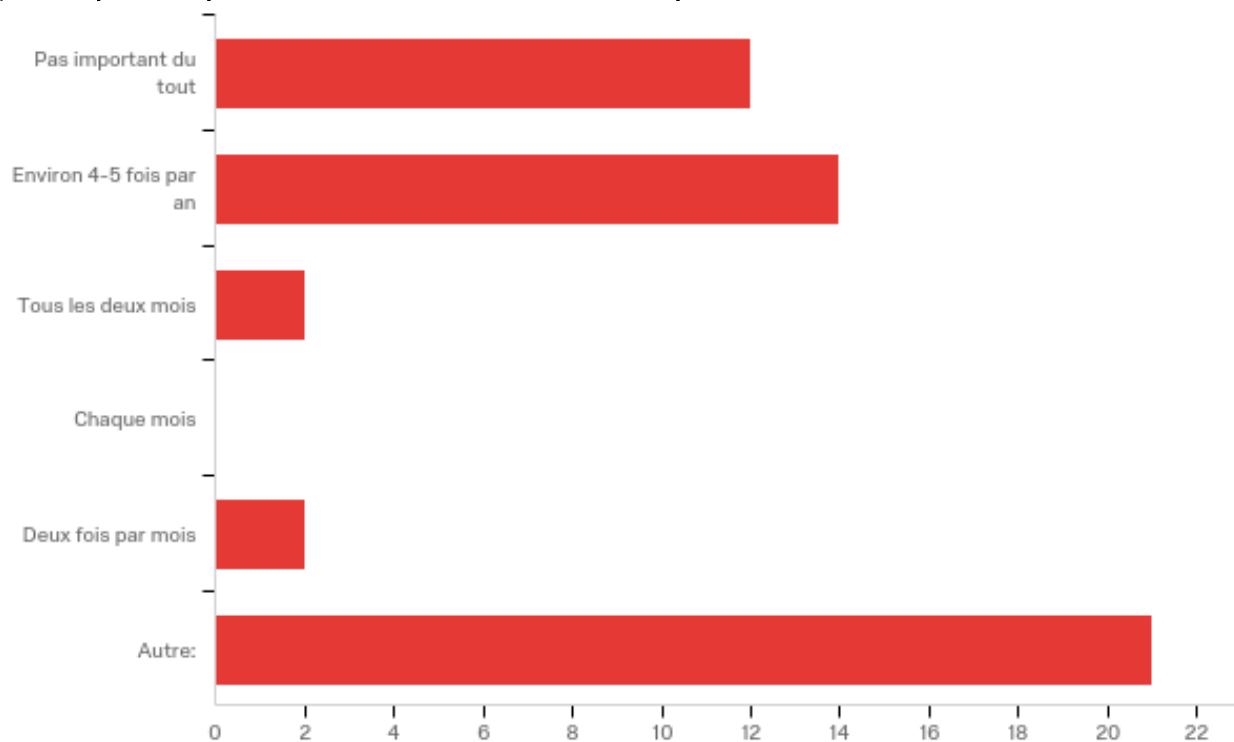
Q11 – Veuillez cocher une case pour chaque figure de cas (de votre point de vue).



#	Question	Pas du tout d'accord		Plutôt pas d'accord		Neutre		Plutôt d'accord		Tout à fait d'accord		Total
1	Nous préférons un appel téléphonique plutôt qu'un email.	19.61%	10	27.45%	14	31.37%	16	17.65%	9	3.92%	2	51
2	Nous aimons être rappelé/contacté au moins une	25.49%	13	39.22%	20	23.53%	12	7.84%	4	3.92%	2	51

	fois par mois.											
3	Nous pensons qu'il est important de rencontrer ses partenaires commerciaux en face à face.	0.00%	0	5.88%	3	21.57 %	1 1	50.98%	2 6	21.57%	1 1	51
4	Nous pensons qu'il est important d'assister à des salons professionnels.	1.96%	1	1.96%	1	27.45 %	1 4	50.98%	2 6	17.65%	9	51

Q12 – A quelle fréquence souhaitez-vous rencontrer votre partenaire commercial?



#	Answer	%	Count
1	Pas important du tout	23.53%	12
2	Environ 4-5 fois par an	27.45%	14
3	Tous les deux mois	3.92%	2
4	Chaque mois	0.00%	0
5	Deux fois par mois	3.92%	2
6	Autre:	41.18%	21
	Total	100%	51

Autre:

Autre: – Texte

1 FOIS PAR AN

1 fois par an

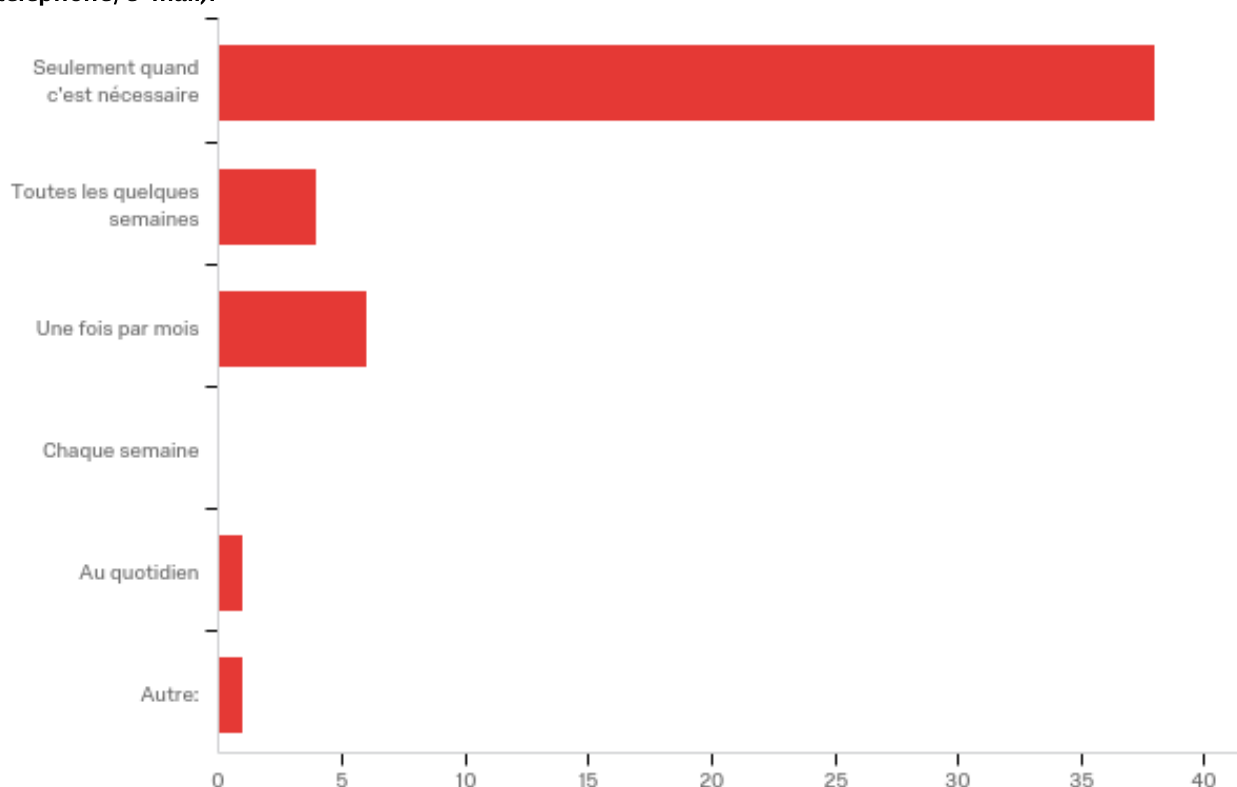
au moins une fois par an

1 fois par an

environ 2x par an

1 fois par an
2 x par an maxi
1 fois par an
1 fois par an
2 fois
1 x par an
1 FOIS PAR AN
2 fois par an
Selon besoin
1 fois par an
1 fois par an
1 FOIS PAR AN
1 fois par an
1 fois par an
1 fois par an

Q13 – A quelle fréquence souhaitez-vous être en contact avec votre partenaire commercial (téléphone/e-mail)?



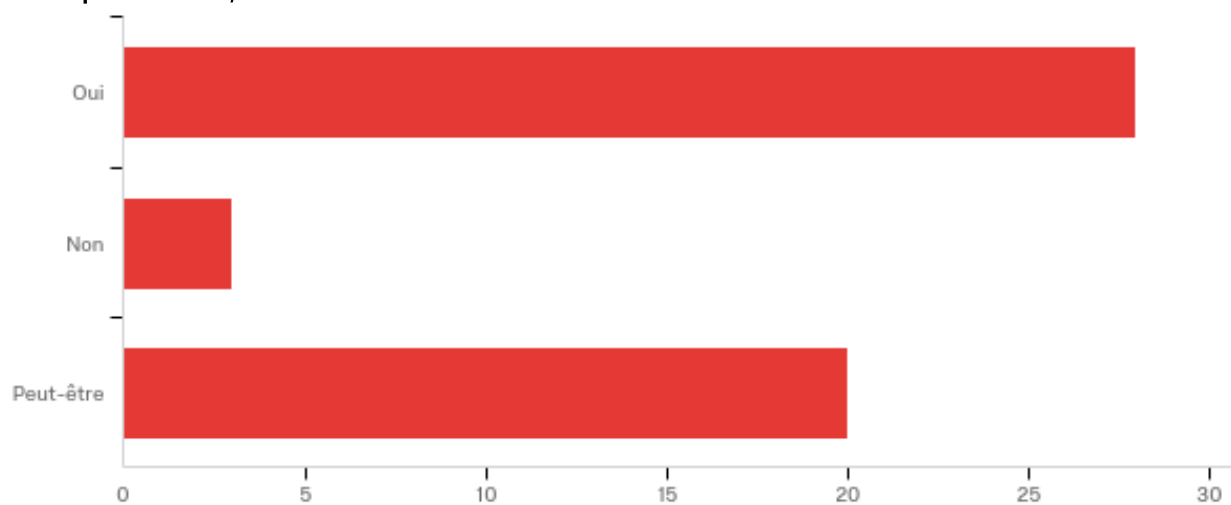
#	Answer	%	Count
1	Seulement quand c'est nécessaire	76.00%	38
2	Toutes les quelques semaines	8.00%	4
3	Une fois par mois	12.00%	6
4	Chaque semaine	0.00%	0
5	Au quotidien	2.00%	1
6	Autre:	2.00%	1
	Total	100%	50

Autre:

Autre: – Texte

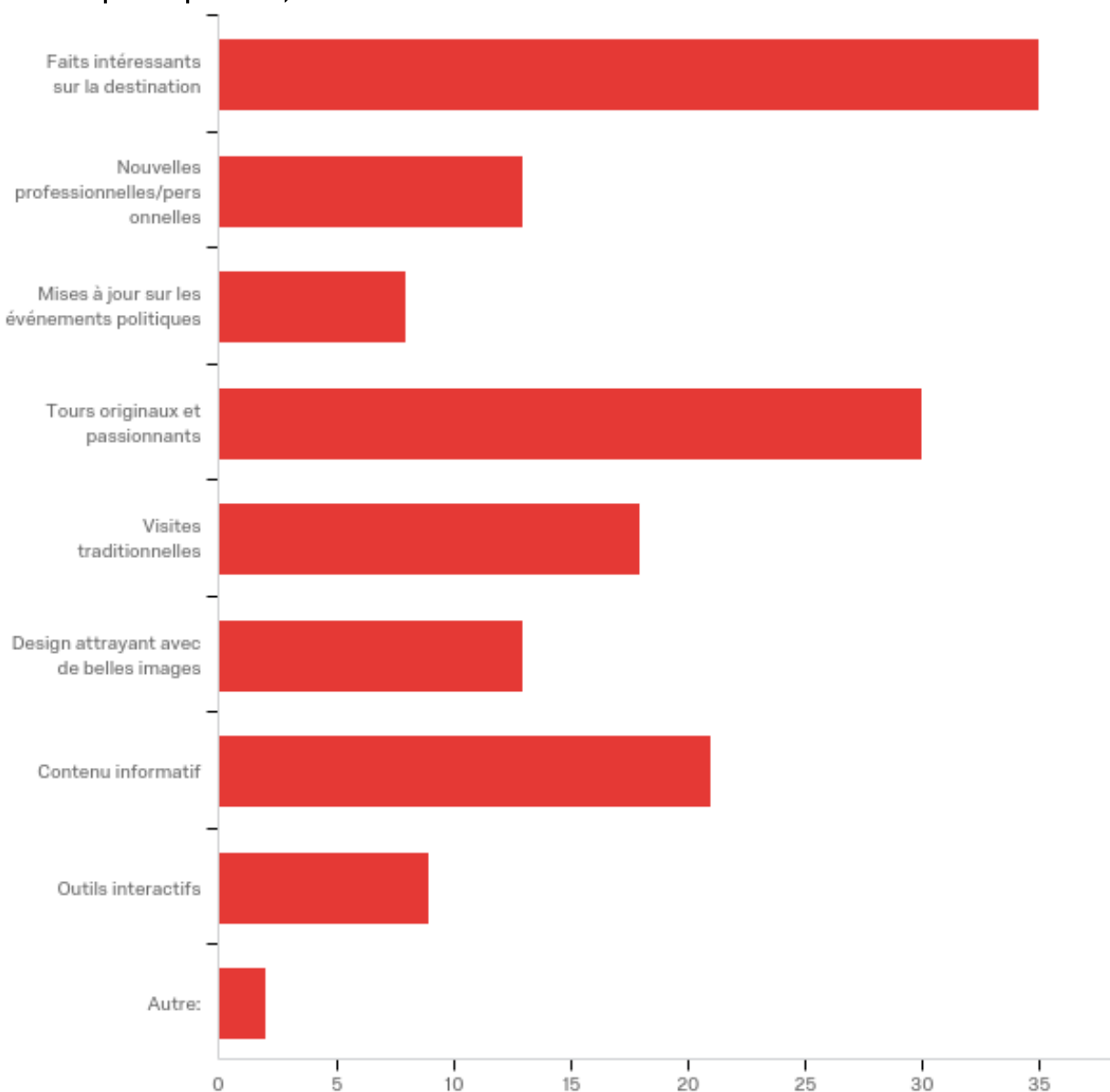
par mail lors d'évènements ou spécificités de la destination

Q14 – Seriez-vous intéressé par les présentations de Hotels & More sur la destination et/ou les produits pour vous et/ou vos clients?



#	Answer	%	Count
1	Oui	54.90%	28
2	Non	5.88%	3
3	Peut-être	39.22%	20
	Total	100%	51

Q15 – Qu'est-ce que vous trouvez le plus intéressant en ce qui concerne les bulletins d'information (plusieurs réponses possibles)?



#	Answer	%	Count
1	Faits intéressants sur la destination	23.49%	35
2	Nouvelles professionnelles/personnelles	8.72%	13
3	Mises à jour sur les événements politiques	5.37%	8
4	Tours originaux et passionnants	20.13%	30
5	Visites traditionnelles	12.08%	18
6	Design attrayant avec de belles images	8.72%	13
7	Contenu informatif	14.09%	21

8	Outils interactifs	6.04%	9
9	Autre:	1.34%	2
	Total	100%	149

Autre:

Autre: – Texte

nom de l'hôtel

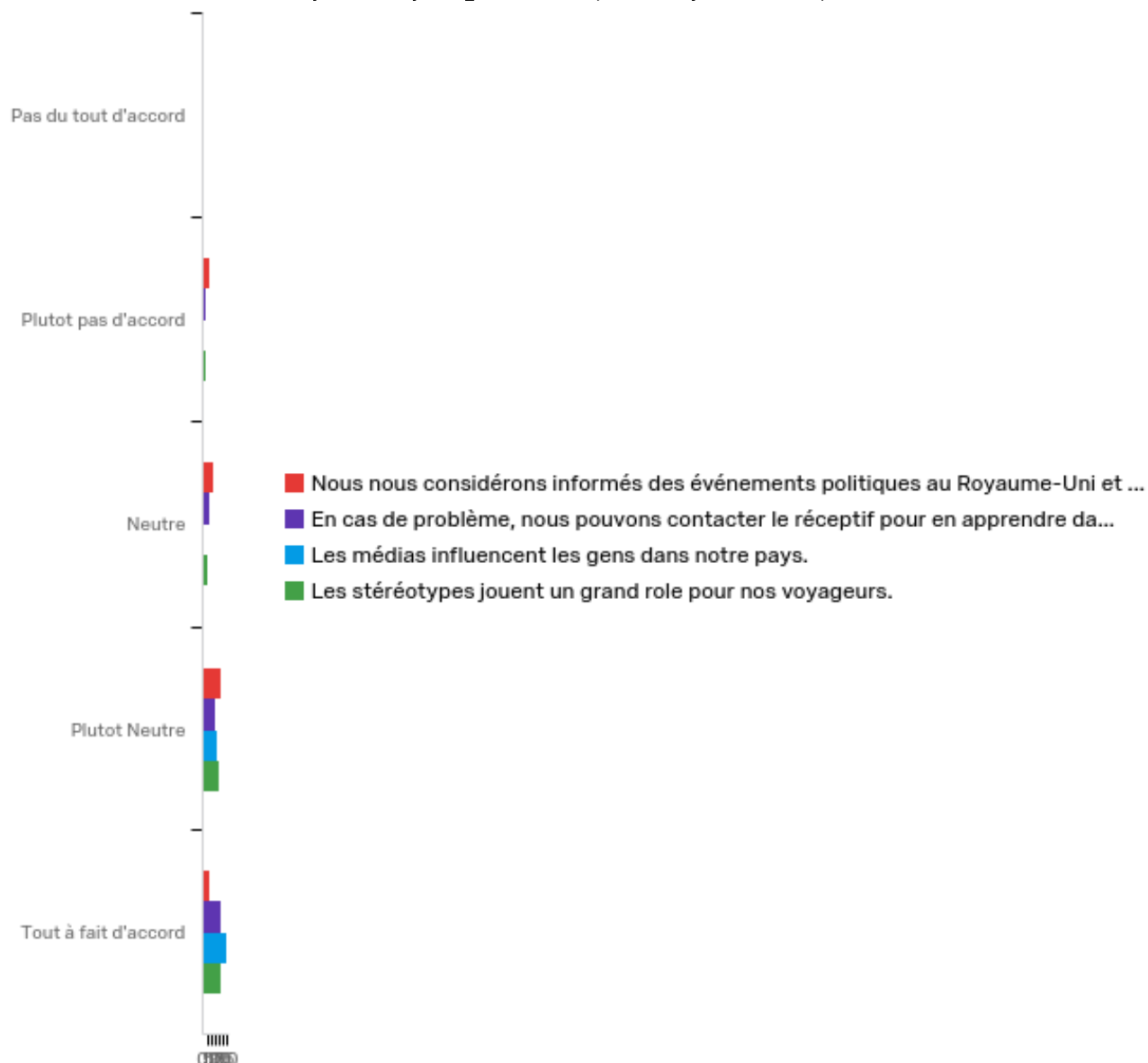
Q16 – Veuillez cocher une case pour chaque figure de cas (de votre point de vue).



#	Question	Pas du tout d'accord		Plutôt pas d'accord		Neutre		Plutôt d'accord		Tout à fait d'accord		Total
1	La brochure Hotels & More est utile pour découvrir les circuits proposés.	1.96%	1	1.96%	1	37.25 %	19	43.14%	22	15.69%	8	51
2	Le contenu de la newsletter Hotels & est intéressant et pertinent.	0.00%	0	1.96%	1	64.71 %	33	33.33%	17	0.00%	0	51

3	Nous aimerions recevoir la newsletter toutes les deux semaines ou moins.	12.00%	6	16.00%	8	28.00 %	14	40.00%	20	4.00%	2	50
4	Nous lisons régulièrement des revues touristiques.	6.12%	3	6.12%	3	18.37 %	9	61.22%	30	8.16%	4	49
5	Le format papier est plus important pour nous que l'information en ligne.	22.00%	11	18.00%	9	36.00 %	18	16.00%	8	8.00%	4	50
6	Nous sommes présents sur internet (réseaux sociaux/magazines en ligne).	3.92%	2	9.80%	5	45.10 %	23	27.45%	14	13.73%	7	51
7	Les publicités TV nous influencent/influencent nos clients dans l'achat de produits et/ou l'étude de nouvelles tendances et idées.	0.00%	0	11.76%	6	29.41 %	15	43.14%	22	15.69%	8	51
8	Les affiches publicitaires (par exemple dans les stations de métro) nous influencent/influencent nos clients dans l'achat de produits et/ou l'étude de nouvelles tendances et idées.	0.00%	0	13.73%	7	29.41 %	15	47.06%	24	9.80%	5	51
9	Nous aimons recevoir des articles, tels que des calendriers ou stylos.	9.80%	5	7.84%	4	41.18 %	21	29.41%	15	11.76%	6	51

Q17 – Veuillez cocher une case pour chaque figure de cas (de votre point de vue).



#	Question	Pas du tout d'accord	Plutot pas d'accord	Neutre	Plutot Neutre	Tout à fait d'accord	Total
1	Nous nous considérons informés des événements politiques au Royaume-Uni et en Irlande.	3.92% 2	13.73% 7	25.49% 13	41.18% 21	15.69% 8	51
2	En cas de problème, nous pouvons	0.00% 0	5.88% 3	17.65% 9	31.37% 16	45.10% 23	51

	contacter le réceptif pour en apprendre davantage sur la situation.											
3	Les médias influencent les gens dans notre pays.	1.96%	1	3.92%	2	3.92%	2	33.33%	17	56.86%	29	51
4	Les stéréotypes jouent un grand rôle pour nos voyageurs.	1.96%	1	7.84%	4	11.76%	6	37.25%	19	41.18%	21	51

Q18 – En ce qui concerne les newsletters ou la brochure: il y a-t-il un contenu spécifique que vous souhaiteriez y trouver plus souvent? Avez-vous des remarques générales sur notre communication ou autre? Merci de nous aider à nous améliorer en nous faisant part de vos commentaires ci-dessous:

En ce qui concerne les newsletters ou la brochure: il y a-t-il un contenu spécifique que vous souhaiteriez y trouver plus souvent? Avez-vous des remarques générales sur notre communication ou autre? Merci de nous aider à nous améliorer en nous faisant part de vos commentaires ci-dessous:

Des photos intéressantes sur les destinations ainsi que avec une bonne connecton vers les transports en commun.

ras

mettre en avant des visites ou lieux originaux, les expositions dont nous ne sommes pas informés, nous connaissons déjà les classiques

Non je n'ai pas de commentaires dès que je reçoit une information je la transmet auprès des CE mais se sont eux qui prennent la décision finale

sur les événements ponctuels avoir un onglet spécifique merci

La dernière fois que j'ai fait un circuit avec vous j'ai constaté que vos adresses de restaurants étaient un peu obsolètes (trop loin des lieux visités) je pense que ca, c'est à améliorer surtout si vous avez comme clients des personnes des personnes seniors qui font des circuits culturels, mais je vous l'ai déjà dit je crois. Bonne chance et bon courage