

# Marketing Plan 2016.2017

## GAINESVILLE . FLORIDA



Source: Residence Inn



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# MARKETING PLAN

## table of contents

<b>Executive Summary</b> .....	4
<b>Marketing Plan Rationale</b>	
Situation Analysis Highlights ( <i>Where are we now?</i> )	
Environmental Analysis .....	6
Location and Community Analysis .....	11
Primary Competitor Analysis .....	18
Market Potential Analysis .....	23
Services Analysis .....	26
Marketing Position and Plan Analysis .....	27
Major Strengths, Weaknesses, Opportunities, and Constraints ....	28
Conclusions and Review .....	32
<b>Marketing Plan Rationale</b>	
Selected Marketing Strategy ( <i>Where would we like to be?</i> )	
Market Segmentation and Target Market .....	35
Marketing Strategy .....	36
Marketing Mixes .....	38
Positioning Approaches .....	39
Marketing Objectives .....	40
<b>Implementation Plan</b>	
Activities Plan ( <i>How do we get there?</i> )	
Programs and Partnership Descriptions .....	42
Target Market Activities by Market Mix Element and Timetable ..	43
Marketing Budget .....	45
<b>Implementation Plan</b>	
Control Procedures ( <i>How do we make sure we get there?</i> )	
Results Expected from Each Activity .....	47
Progress Reporting and Measures .....	49
<b>Implementation Plan</b>	
Evaluation Procedures ( <i>How do know if we got there?</i> )	
Measurements - Performance Standards - Timetable.....	51
<b>Appendix</b>	
Marketing Plan Visual Presentation .....	17 pages
Handout from Marketing Plan Visual Presentation .....	1 page
References .....	2 pages

# EXECUTIVE SUMMARY

C2 Marketing proudly presents this Marketing Plan on behalf of the client, Jade Wagner, Director of Sales, Residence Inn by Marriott, Gainesville, Florida. The duration is twelve months, July 1<sup>st</sup>, 2016 through June 30<sup>th</sup>, 2017.

Residence Inn, as the market leader in up-scale extended stay has remained a dominant presence in the Gainesville MSA. Occupancy is very strong, remaining far above national averages and 10% above the Comp Set. However, ADR growth tells a different story, with Residence Inn falling behind both the national average in the ADR growth category as well as with the Comp Set. REVPAR remains solid, but this too could stand improving. Although these are impressive numbers and although the enterprise has recently completed a major refurbishment of the facility it does suggest there may be challenges underlying the business.

The client (Wagner, 2016) believes that a small change in guest mix may help them gain ground. Thus they have provided a very specific target market segment. Marriott's property management structure places restrictions and reduces flexibility on what may be undertaken, regardless of budget. In addition, the available marketing budget is constrained.

At the very heart of the C2 Marketing Plan for Residence Inn are ten unique programs and partnerships that will bring new experiences to the target segment, increase stays and length of stays by the segment, and engage Residence Inn associates in the process.

The C2 Marketing Plan, if followed, will meet or exceed the client's expectations and meet the client's needs to increase REVPAR. To accomplish this we apply the latest proven methodologies in hospitality and travel marketing.

We begin our robust seven-part Situation Analysis by answering the question: *Where are we now?* Our detailed five-part Marketing Strategy answers the question: *Where would we like to be?* Our Activities Plan addresses the question: *How do we get there?* Our Control Procedures suggest: *How do we make sure we get there?* And finally, our Evaluation Procedures lays out the answers to the question: *How do we know if we got there?*

Finally, the C2 Marketing Plan enables a greater sense of team spirit among the staff, providing a new sense of purpose, pride and feeling that the Residence Inn Gainesville is on the leading edge of a new period of growth and prosperity.

# Marketing Plan Rationale

## Situation Analysis

*Where are we now?*





# SITUATION ANALYSIS

## environmental analysis

Methodology: A desk study of the current environmental factors is conducted for the marketing plan incorporating an examination of five factors and trends. Factors and trends examined are Competitive and Industry, Economic, Political and Legislative, Societal and Cultural, and Technological. Each was assessed for their impact on the product provided by Residence Inn and assigned a rating value from -10 (extremely negative impact) to +10 (extremely positive impact).

### Competitive and Industry

Uncontrollable Factors/Trends	Questions	Answers	Impact Assessment	Rating
Competitive and Industry	What has been the pattern of growth in the industry?	As the recession has moderated, there has been steady growth with new construction starts increasing. In particular limited service hotels have expanded dramatically. 20% of new hotel rooms are extended stay.	This steady growth will have a slightly positive effect on our business as the growth affects competitors as well.	+2.0
	Which parts of the industry have enjoyed greatest success recently?	Longer term stay hotels have expanded with Marriott giving emphasis to the brand with a target of 1,000 units before 2020. The higher end of the extended stay market has strengthened as well.	Marriott continues their commitment to the brand, a very positive sign that advertising and marketing communication support will continue strongly.	+6.0
	Are there viable substitutes for our types of services?	Other brands in the category include Hilton's Homewood Suites and Marriott's SpringHill Suites and Town-Place Suites. Also see Societal Trends.	Residence Inn success has led to competition, even in the Marriott family of brands. However, Marriott supports the brand with refreshes and remodels.	+2.0
	Compilation (mean) for Competitive and Industry Trends			+3.33

Narrative: an analysis of Competitive and Industry Factors and Trends reveals them to be generally positive (+3.33) in relation to Residence Inn Gainesville. In particular, Marriott's continued commitment to the Residence Inn brand bodes very well for the Residence Inn, Gainesville. However, overall industry growth and the success of both Hilton and other similarly positioned Marriott properties indicate the sector is becoming somewhat crowded.

# SITUATION ANALYSIS

## environmental analysis

### Economic

Economic	What are the economic forecasts for the country?	Growth is now projected as slow but steady especially in health care and stable industries like research universities.	Residence Inn has also enjoyed steady growth nationally in spite of being the most mature product in the category.	+4.0
	What are the economic prospects for the region?	UF is a prime driver of growth locally and spin off industries in high technology and health continue to be strong.	Regionally, there are signs of business and technology growth along the I-75/US441 intersection and corridor	+6.0
	Compilation (mean) for Economic Trends			+5.0

Narrative: an analysis of Economic Trends indicates they are quite positive. In particular, the University of Florida continues to grow while spawning a number of small related and support industries along the I-75 corridor. Happily for the Residence Inn, Gainesville, growth near the hotel continues to grow strongly with the development of Butler Plaza North, Celebration Pointe, the new UF Shands ER Center at Archer and SW 75th Street as well as projections for growth in the undeveloped area just west of I-75 between Archer Road and Williston Road. All are predictors of unspectacular, but solid, growth and earning a

### Political and Legislative

Political and Legislative	Are there any regulatory or legislative proposals that will directly affect us?	Florida Senate Bill 115B will enforce the licensing of any property renters in the state. Continued support of the local DMO through the hotel tax.	115B may serve to suppress unlicensed competition. The DMO is expected to be aggressively supportive of the hotel as it is the primary source of funding.	+7.0
	Compilation of Political and Legislative Trends			+7.0

Narrative: an analysis across the Political and Legislative spectrum reveals it to be highly developed. By that we mean that the State of Florida is already very highly developed in its attitudes towards and support of Hospitality and Tourism, including the hotel industry. In addition, recent State support of challenges to usurpers like Airbnb in the case concerning hotel tax revenue collection pressed by Palm Beach County and the Senate Bill noted above indicate very positive trends. Overall, Political and Legislative are ranked at a very positive +7.0

# SITUATION ANALYSIS

## environmental analysis

### Societal and Cultural

Societal and Cultural	What lifestyles are gaining in popularity?	Growing independence of travelers and the entrepreneurial impetus of ascribed to the loss of employment in the middle classes has led to an Uber mentality. This in turn has driven the expansion of self-employment like renting out properties through sites like Airbnb.	Airbnb has the potential to be a strong competitor for the extended stay segment in which Residence Inn operates. Regular customers who have become comfortable with visiting an area regularly and developing familiarity with it may be influenced to try Airbnb or similar services.	-7
	What sections of the population and subcultures are growing fastest?	Baby Boomers continue to be proportionally the largest segment of the population.	The younger (unretired) Baby Boomers make up a majority of the technical experts, manufacturers representatives, educators and technical and health care managers and service providers that make up our target market. However, as new generations begin to move into these roles, such as younger manufacturers reps, it will create an entirely new segment we need to address.	-2
	What trends are happening in our target markets?	New younger generations are beginning to make inroads into the jobs made available by retiring Baby Boomers.	Upper level and mid-level managers are retiring and being replaced by the youngest Baby Boomers. Our traditional market segment is entering a period of dramatic change.	-4
	Compilation of Societal and Cultural Trends			-4.3

Narrative: an analysis of the trends in Societal and Cultural areas may indicate that the Residence Inn is still solidly in their market. The Baby Boomer Generation still makes up much of the ranks of business clients, followed by a strong element of Gen-X professionals.

However, American culture is undergoing some fundamental changes. In particular the focus on the so-called Sharing Economy. The likes of Uber and Airbnb are predictors of trouble ahead, especially for the hotel business. This has the potential to seriously impact extended stay products like Residence Inn. Therefore we rank Societal and Cultural Trends solidly in the negative range at -4.3.



# SITUATION ANALYSIS

## environmental analysis

### Technological

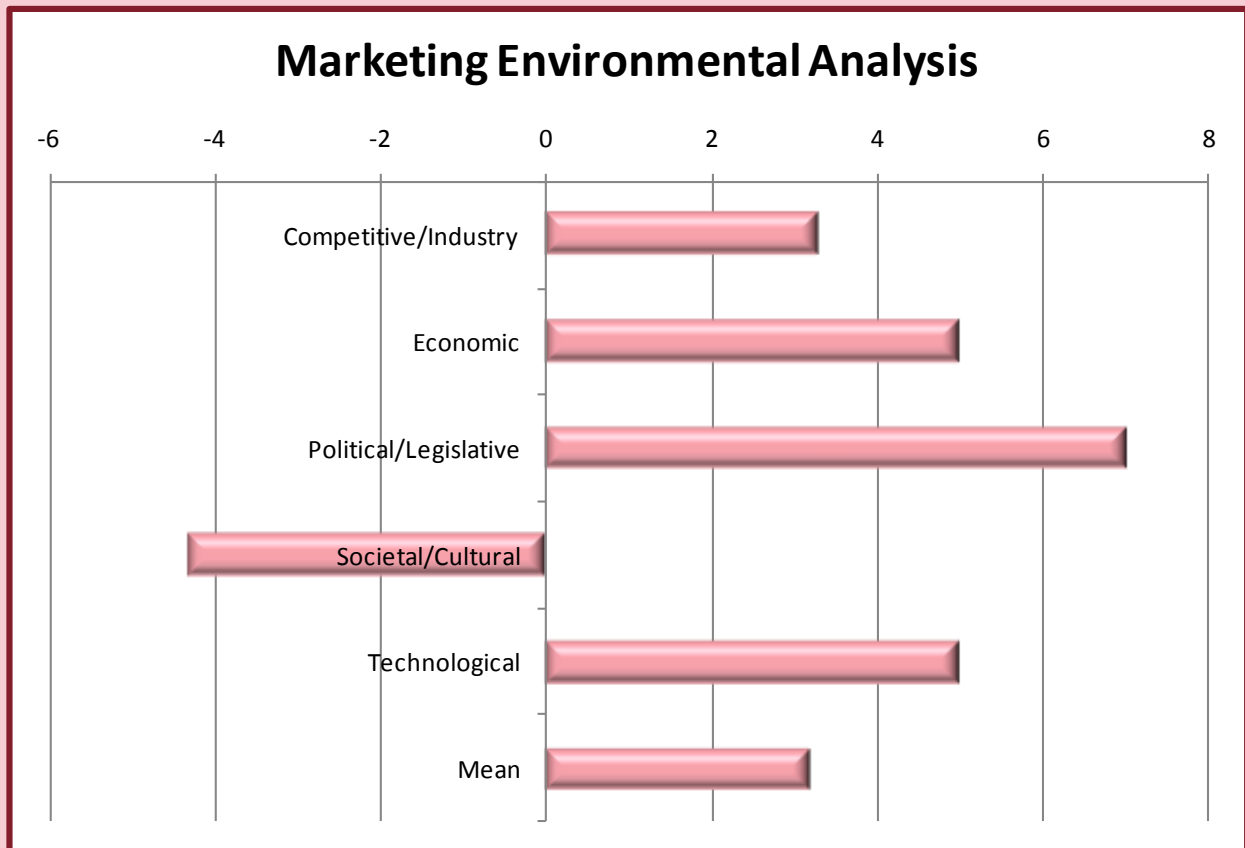
Technological	What have been the major technological advances in the country as a whole?	Expansion of the internet and development of the smart phone.	Customers can literally see the rates, reviews and descriptions of any property in a destination and is likely to book their room via this procedure as well. To the extent that Marriott is the largest overarching brand, this is a very positive development and tends to suppress the rise of others. The internet can also tangibilize the customer experience using the powerful medium of video.	+5.0
	What has been the major technological advances in our industry?	Expansion of CRM systems like Silverbyte, InfusionSoft and other proprietary systems like Marriott MARTHA.	CRM can and should be exploited to give the customer the most customized and personalized experience possible.	+7
	What new technologies are in their developmental stage?	Interconnectivity between smart phone and other customer devices and the CRM systems.	It is expected that hotels will automatically know what a customer is looking for, right from the front-desk computer. Currently, they usually see only what the Marriott system decides they should see, but that may change to become more interactive. All large chains will have the financial horsepower to make this happen.	+3
	Compilation of Technological Trends			+5.0

Narrative: Technological Trends have impacted every corner of society and the Hospitality and Travel Industry is certainly no exception, although some may say the industry as a whole is a little behind the consumer product industry. Huge strides have been made and are continuing to develop as the industry seeks to become more connected to its customers and develop the Customer Relationship side of the business by collecting and analyzing data generated in the various systems. Residence Inn is fortunate in that Marriott continues to be one of the market leaders (Marriott, 2016). For example Marriott is now using video on many of its sites in order to transmit some of the experience that a guest is likely to have. Although video may not impact the specified target segment, the marketing coordination Marriott is using, matching the online video experience with their commercial campaign clearly indicates that corporate believes in the concept. In total we believe that Technological Trends will be good for the brand and good for Residence Inn Gainesville. Therefore we rank this environmental analysis trend at a

# SITUATION ANALYSIS

## environmental analysis

### Compilation of Trends



Narrative: in conducting an environmental analysis we seek to examine environmental factors that could be addressed in a marketing plan against the designated target market segment: the business traveler who stays for five days or more and has business with UF and/or Shands.

The graphic displays the four categories examined on the previous pages. The last bar is the mean total of all factors and serves to illustrate that mostly positive conditions exist for the Residence Inn.

However, there are factors, particularly Societal and Cultural factors that pose a significant negative impact. Counteracting that negative impact forms a core challenge to success.

Therefore a significant part of the marketing plan will outline how those negatives can be turned in favor of the Residence Inn and attract or continue to attract the designated target market.

# SITUATION ANALYSIS

## location and community analysis

Methodology: a desk study is conducted of the information from the Department of Commerce on the Gainesville Metropolitan Statistical Area (MSA), the City of Gainesville, and the Gainesville Chamber of Commerce in order to examine nine factors in the community. This is done in order to assess the likelihood for success of our marketing plan in relation to the community in which we operate and especially to spot negative factors which we must accommodate. The values are ranked on a scale from 0 to 10 in which 0 indicates no impact and 10 indicates extremely strong impact. The factors evaluated are Employment Base, Population, Residential, Transportation, Attractions, Events, Health, Education, and Media.

### Employment Base

Location and Community Analysis		Trends	Impact
Industrial & Other Employment Base in the MSA	Univ. of Florida 27,280	Currently the preponderance of employment exists with a combination of the educational systems and related medical systems. Although the student population of UF has remained stable, the services (especially medical) related to research, grants and specialized medicine continues to grow, spurring a small but expanding medical technology industry. UF also acts as a catalyst for other high tech industries while remaining the center for agriculture research in the state.	Although Gainesville and the county remain firmly entrenched on a major north-south and east-west distribution hub, and the associated industries, the area will remain dependent on the fortunes of the University, which seem very bright currently.
	UF Health 12,000		
	Alachua School 4,200		
	VA Medical 3,500		
	City of G'Ville 2,270		
	Publix 2,160		
	N. FL Reg. Med. 2,100		
	Gator Dining 1,200		
	Nationwide 950		
	Wal-Mart Distro 520		
	Dollar Gen. Distro 500		
	RTI Surgical 500		
Industrial and Other Employment Base Rating			+8.0

Narrative: employment is relatively strong for the Metropolitan Statistical Area surrounding Residence Inn Gainesville. The category ranks a high +8.0.

# SITUATION ANALYSIS

## location and community analysis

### Population Characteristics

Location and Community Analysis		Trends	Impact
Population Characteristics  The overall population of Gainesville is around 130,000	White 60% African American 20% Hispanic 12% Asian 7% Other 1% Foreign born 3% High School Ed 92% College education 44%	There is a spike in foreign born residents who are living in the metro area, including those from China, Iran, Germany and the United Kingdom. The latter two groups are older.	The area is taking on a more international look as the likelihood that residents are from the local area continues to drop. This may result on the community seeing itself as more of an international city.
Population Characteristics Rating			+4.0

Narrative: although the population may seem to be unremarkable, the area has taken on a decidedly international flavor. This characteristic may actually work as an attractor for the client and the targeted segment. If we consider that perceived sophistication could be attributed to the target market, then increases in international flavor help place this category as a +4.0.

### Residential Neighborhoods

Residential Neighborhoods	Single Family Housing Units = 60,000  Multi-Unit Housing Units = 58% of total  Ownership Rate of Housing Units = 38% (lower than statewide)  Same Address for more than one year = 70%	The primary growth is primarily the western suburbs. The east is highly limited by both terrain and resistance by public officials to cooperate with developers. This growth will continue, moving the metro area center to the southwest and towards Interstate 75. New development serving the residential neighbors, such as Butler Plaza, the Butler Plaza extension and Celebration Pointe are all in this SW Gainesville sweet spot.	As a city, Gainesville may begin to lose direct oversight on much of the development in the southwest quadrant. UF Shands is constructing a new ER center in this area and other new Shands facilities are appearing such as the Haile Plantation Medical Center. All of these developments point to continuing long term growth in Alachua County versus the City of Gainesville proper.  The range of housing actually works to the city's advantage, providing an opportunity for people in all income ranges with housing.
Residential Neighborhoods Rating			+4.0

Narrative: residential neighborhoods may or may not have direct impact on the client, but still rate a +4.0

# SITUATION ANALYSIS

## location and community analysis

### Transportation Systems and Facilities

Location and Community Analysis		Trends	Impact
Transportation System and Facilities	Airport: GRA is served by national carriers but at some distance from the Residence Inn. Drive time is more than 30 minutes off-peak.	The airport is stable, but signs for growth are hampered by its location away from the city's business center and hospitality industry.	The airport will struggle to be a significant contributor to the hospitality industry, which is in turn centered on the business.
	Expressways: I-75 is one of the most heavily trafficked North-South links in the United States. Exit 384 serves the Residence Inn directly with Exit 382 providing an alternate route.	Gas prices continue at historical lows. Major intersections see car-counts of 25,000 per day in the hotspots of Exits 382/384 and 387.	Expansions of the I-75 corridor have been insufficient to keep up with peak periods. Exit 390 expansion may reduce the load somewhat. But the Butler Plaza extension and Celebration Pointe promise to make the congestion (and intensity level) higher nearby the Residence Inn.
	Other highways: north-south U.S. highways include US27, US441 and US41.	The US highways are in excellent repair	The U.S. highways offer an alternate north-south route.
	Buses: the award-winning Regional Transportation System (RTS) carries 50,000 passengers on weekdays during the university school year.	A large terminal is being built within walking distance of the Residence Inn.	This may be viewed as a positive by some customers
	Other: some hotels offer a shuttle service; e.g. Fairfield Inn.	The Residence Inn does not.	Some customers may select a hotel with this service.
Transportation System and Facilities Rating			+7.0

Narrative: in general the Transportation System is seen as very favorable to the specified target segment and is thoroughly incorporated and recognized in our Marketing Plan. While recognizing the relatively ease in which a guest with a car may arrive and transport themselves to both UF and Shands, we also realize that some guests may arrive by air or not wish to face the hassles of parking in and around the university. Our plan addresses this on several levels. This category ranks a very positive +7.0

# SITUATION ANALYSIS

## location and community analysis

### Visitor Attractions & Recreational Facilities and Events

Location and Community Analysis		Trends	Impact
Visitor Attractions & Recreational Facilities	University of Florida and the City of Gainesville, including the Hippodrome and area parks like Devils Millhopper State Park and the plethora of local hiking and biking trails. Various state parks and private facilities, especially north of the City along the Santa Fe River. The small towns of the county, especially High Springs and Newberry.	The University continues as the big draw.  The area DMO, Visit Gainesville, is beginning to take a “whole community” view to promoting the area.	Anything associated with the University of Florida will likely prosper.  Smaller communities are beginning to receive their share of attention.
Visitor Attractions and Recreational Facilities Rating			+5
Events	UF Athletics Gainesville Art Festival Multiple UF campus events at UF	UF boasts a number of national championship teams, both past and present. Football is the largest draw in terms of economic impact – all games have been sold out for some years. Other athletic events are growing in impact, although all of them tend to be seasonable. Other cultural events in and around the University may provide partial balance, but summers numbers are lower on every level.	The package of local events continues to be a long-term comparative advantage for the market and adds considerable to the ambiance of the destination.
Events Rating			+5.0

Narrative: the many Visitor Attractions, Recreational Facilities and Events in the community add to the overall attraction of Residence Inn and bring value-added to the target audience. Our Marketing Plan incorporates some elements in attracting and sustaining the targeted audience. Rankings might be higher were it not for the very seasonal nature of some of these factors. However, we still rank Visitor Attractions & Recreational Facilities with a +5.0 and Events the same, another +5.0.



# SITUATION ANALYSIS

## location and community analysis

### Health and Educational Facilities

Location and Community Analysis		Trends	Impact
Health Facilities	<u>UF Health Science Center</u> UF Shands Hospital UF Shands Rehab Hospital UF Shands Psychiatric Hospital UF Shands HomeCare UF Shands Physicans Hospital UF Shands Cancer Hospital  North Florida Regional Medical Center	Based in the largest city in North Central Florida, Gainesville facilities continue to grow in both size and specialties.	Gainesville continues to grow in size and influence as one of the top medical research facilities in the world along with the attendant opportunities for employment, research and business development.
Health Facilities Rating			+10.0
Educational Facilities	<u>Colleges and Universities</u> University of Florida and Santa Fe State College (2 total)  <u>High Schools</u> (5)  <u>Middle Schools</u> (7)  <u>Elementary</u> (11)  <u>Private HS</u> (3)  <u>Trade Schools</u> (1) City College	University of Florida is ranked #1 in the Florida State University System.  Santa Fe State College is ranked as the #1 community college in the United States.  Area high schools continue to grow in student population with crowding at all facilities. There are currently no new high schools planned around the high growth areas such as western Gainesville.	Both the University and Santa Fe are huge contributors to the economic and cultural well-being of the area as well as presenting area students with opportunities for a world-class education. UF in particular is an important driver of new technology, especially in the medical field.  Crowding in schools could impact quality of life. There is little local support for increased taxation to support the local public schools.
Educational Facilities Rating			+9.0

Narrative: although hardly on a rank with Boston, Massachusetts' thirty-five colleges and universities, Gainesville stands out in Florida for a tremendous focus on health as well as strong tertiary education institutions. Where it falls short is in the category of secondary education. That said, the former strong points are primarily of interest to the target market, all of whom, by definition, be focused on UF and Shands. For this reason we rank Health a rating of 10.0 and educational facilities a +9.0

# SITUATION ANALYSIS

## location and community analysis

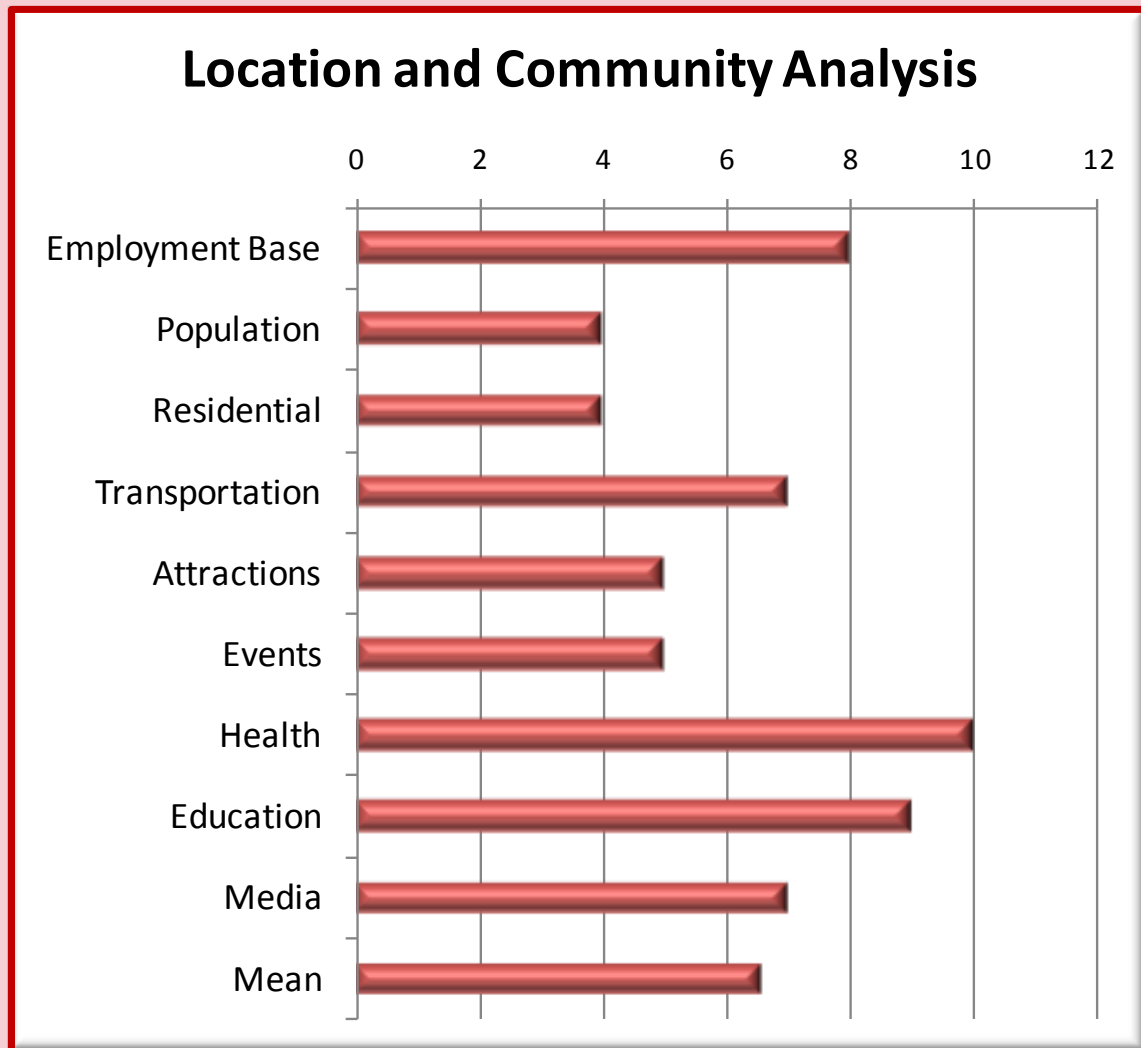
### Local Media and Newspapers

Location and Community Analysis		Trends	Impact
Local Media and Newspapers	<u>Television</u> WCJB	There is a continued trend for a robust local media, partially driven by the presence of the College of Journalism and Communication. The principal local media outlets are thought to be the GTN broadcasts on television, The Sky, a talk radio station with local news at the top of every hour and the award-winning Gainesville Sun (1879).	Media consumers may stay informed from locally-oriented television broadcasts.
	Gainesville Television Network		
	WOJX		The Gainesville Sun, both print versions and on the internet, is a primary source of local news, and a forum for change.
	<u>Newspaper</u> Gainesville Sun		
	<u>Radio</u> WYKS 105.3 “Kiss”		Local radio, both talk stations and music stations feature programming that keeps listeners abreast of local issues including political, education and policing as well as national issues.
	WIND 107.9 “Classic Rock		
	WSKY 97.3 “The Sky”		
	WRUF 95.3 ESPN Gainesville		
	Gainesville Business Report (GBR)	GBR continues as a primary media mechanism for local business news.	The GBR keeps business abreast of the latest local business news.
Local Media and Newspapers Rating			+7.0

Narrative: in ranking local media and newspapers we took some care to concentrate on the relationship with the target market segment. For local residents, the tiny size of the market translates into very limited local choices in media. However, Gainesville does much better when viewed through the lens of the target market who will obtain national news from other sources. Visitors in the targeted segment have a significant amount of information available through the excellent small market newspaper, the Gainesville Sun and the Gainesville Business Report. Thus Local Media and Newspapers are ranked at a +7.0

# SITUATION ANALYSIS

## location and community analysis



**Challenges:** as the graph indicates, most factors are trending well into the positive range. As indicated the mean is assigned a value of +6.5. Education and Health rank especially high with transportation, media, and employment following closely behind. Interestingly, events and attractions are ranked proportionally lower, dominated largely by the autumn football season. Although there are several events at other times during the early fall to early spring period, the summer is singularly devoid of significant events. This condition may be related to the seasonal absence of the large UF student body, but that information is beyond the scope of this desk study.

**Conclusion:** we conclude that positive location and community conditions exist for the Residence Inn. By extension, those conditions also bode well for the Marketing Plan. Lower rankings of events and attractions could be a concern that the Residence Inn client might want to express in their ongoing relationship with the Gainesville DMO. Our marketing plan, however, will not be negatively impacted. Therefore Location and Community analysis reveals positive business conditions - factors which point to continued and growing visits by the targeted market segment, should they be properly addressed.

# SITUATION ANALYSIS

## primary competitor analysis

Methodology: seven primary competitors (Comp Set) were indicated by the Residence Inn client. A desk study is conducted of each of the hotel's websites and ratings from OTA's. This desk study is done in order to assess the impact of the Comp Set and to inject some potential lessons learned into the marketing plan. The factors evaluated are Site Location (Proximity, Access and Visibility) and Target Markets and Marketing Activity (Strengths, Weaknesses and Comparisons). Results of an informal intercept qualitative study is mentioned elsewhere in this plan.

Homewood Suites Gainesville “Experience Home Away from Home”				
Site Location 333 SW 42 <sup>nd</sup> Street 32608 Just around the corner from client. In the middle of a shopping center under construction. Construction of shopping center roads may help accessibility in future.	Proximity Access Visibility		Strengths - Hilton brand - reasonable pricing in an extended stay hotel.	
	6	6	3	Weaknesses - Not easily located, invisible in an area congested with hotels. Gets marked down for worn room conditions. Pricing higher than others \$169-\$239
	Comparison – Does not have a cooking surface in room but compares directly with client in most categories. Also has “sport court”.			
Site Location Rating			+5.0	
Target Markets	Comment - Assume same as client. Visitors mentioned Shands often in reviews		Strength - Hilton brand 8.0	
			Weakness - Not well segmented 3.0	
			Comparison – Broad econ. scale 2.0	
Marketing Activities	Comment - Robust website and linkage with Hilton Honors loyalty. Evening social Mon-Thurs.		Strengths - Online and Loyalty 8.0	
			Weaknesses - None known	
			Comparison – Overall positive 5.0	
Target Market and Marketing Activity Rating			+5.2	

Hilton Garden Inn Gainesville “Convenience, Comfort and Great Hotel”		
Site Location - 4075 SW 33rd Place 32608 Located behind Homewood Suites fronting the future Sam’s Club delivery entrance.	Proximity Access Viz	Strengths – Hilton brand. The Courtyard to Marriott Residence Inn.
	5                  6                  2	Weaknesses – Slightly more easily located but still in an area congested with hotels and not visible from any major roads
		Comparison – traditional limited service hotel
Site Location Rating		+4.3
Marketing Activities	Comments – More in line with Courtyard customers that do not require food prep in the room	Strengths - Hilton brand 8.0
		Weaknesses - Compete w/other Hilton brands in the area; e.g. Hampton 5.0
		Comparison - segment unclear 2.0
Marketing Activities	Comments – website and Hil- ton Loyalty.	Strengths - Online and Loyalty 8.0
		Weaknesses - Not well defined 2.0
		Comparison – No food prep 2.0
Target Markets and Marketing Activity Rating		+4.5

# SITUATION ANALYSIS

## primary competitor analysis

Courtyard by Marriott Gainesville “ <i>Business Hotel for Business Travelers</i> ”				
Site Location Near Residence Inn off Exit 384. Foilage has grown to obstruct signage.	Proximity	Access	Visibility	Strengths – Good visibility from I-75. Trendy Bistro restaurant and easy access to UF once you find it.
	4	4	7	Weaknesses - smallish hotel hidden behind foliage off service road.
				Comparison - 78 rooms \$154-\$164. No food prep. No free breakfast.
Site Location Rating				+5.0
Target Markets	Comment - business travelers and guests jumping on and off the highway as well as shorter visits to Shands			Strengths - Marriott brand +8.0
				Weaknesses - Mature brand +5.0
				Comparison - slightly different market +2.0
Marketing Activities	Comment – Marriott web and loyalty program. Strong after visit outreach and use of CRM			Strengths - Easy to book/cancel +9.0
				Weaknesses – N.A.
				Comparison – Strong programs +8.0
Target Markets and Marketing Activity Rating				+6.4

SpringHill Suites Gainesville “ <i>Perfectly situated in the heart of Gainesville</i> ”					
Site Location Off I-75 at Exit 384 and just two right turns.	Proximity		Access	Visibility	Strengths – signage visible from I-75 and access road - very easy to find.
	7		9	9	Weaknesses – area south of Archer is run-down. Drury Inn will soon build next door.
					Comparison - 126 rooms \$129-159 Very responsive and professional front desk plus free shuttle service.
Site Location Rating					+8.3
Target Markets	Comments - tries to reach all markets. Targets wedding and occasions.				Strengths – Marriott brand +8.0
					Weaknesses - Diffuse target +3.0
					Comparison – segmented +5.0
Marketing Activities	Comments – brand confusion with Fairfield Inn and TownPlace Suites				Strengths – Easy to book/cancel +9.0
					Weaknesses - brand dilution +4.0
					Comparison – range of activity +5.0
Target Markets and Marketing Activity Rating					+5.6

# SITUATION ANALYSIS

## primary competitor analysis

Hampton Inn Gainesville “In the Heart of Gator Nation”				
Site Location Just south of Archer off I-75 Exit 384	Proximity	Access	Visibility	Strengths – Hilton brand. Much more the traditional hotel and proud of that. Really easy to find like Springhill Suites but not as good a signage.
	6	9	7	Weaknesses – located next to Springhill Suites at the end of dead-end street
				Comparison – 100 rooms \$129-159. Has some outside accessible rooms.
Site Location Rating				+7.3
Target Market	Comment – cuts across all market segments in the price range. Full range of travelers in a hurry with their “breakfast bag.”			Strengths - Hilton Brand (sort of) +4.0
				Weaknesses – site does not match the promise of being at “the heart”. +3.0
				Comparison – segmentation very unclear +3.0
Marketing Activities	Comment – strong follow up for small groups and meetings plus Hilton loyalty and the website.			Strengths – Allegiance among older travelers. +6.0
				Weaknesses – Tired brand recently acquired by Hilton +2.0
				Comparison – follow-up strong +3.0
Target Markets and Marketing Activity Rating				+3.5

Country Inn and Suites Gainesville “Quality is a priority at the Country Inn & Suites”				
Site Location – fronts directly on Archer Road west of I-75 at Exit 384 (note: near Archer entrance to the new Celebration Pointe Shopping Center)	Proximity	Access	Visibility	Strengths – Carlson brand popular in north. For travelers there is gas next door and a Cracker Barrel. Also gets their share of Shands business.
	10	10	10	Weaknesses - 90 rooms are \$129-\$149. A withering array of pricing that could confuse guests. Rooms were described as sterile although spotless.
				Comparison – indoor pool is unusual and 24 hour coffee and tea bar a plus. Good comments on the free breakfast.
Site Location Rating				+10
Target Markets	Comments – special appeal for travelers looking for niche brand			Strengths - Special Brand +8.0
				Weaknesses - Very niche appeal +5.0
				Comparison – Well segmented +8.0
Marketing Activities	Comments – markets directly to former guests.			Strengths - relationship building +8.0
				Weaknesses – competing in a very competitive market +3.0
				Comparison – not OTA friendly +4.0
Target Markets and Marketing Activity Rating				+6.0



# SITUATION ANALYSIS

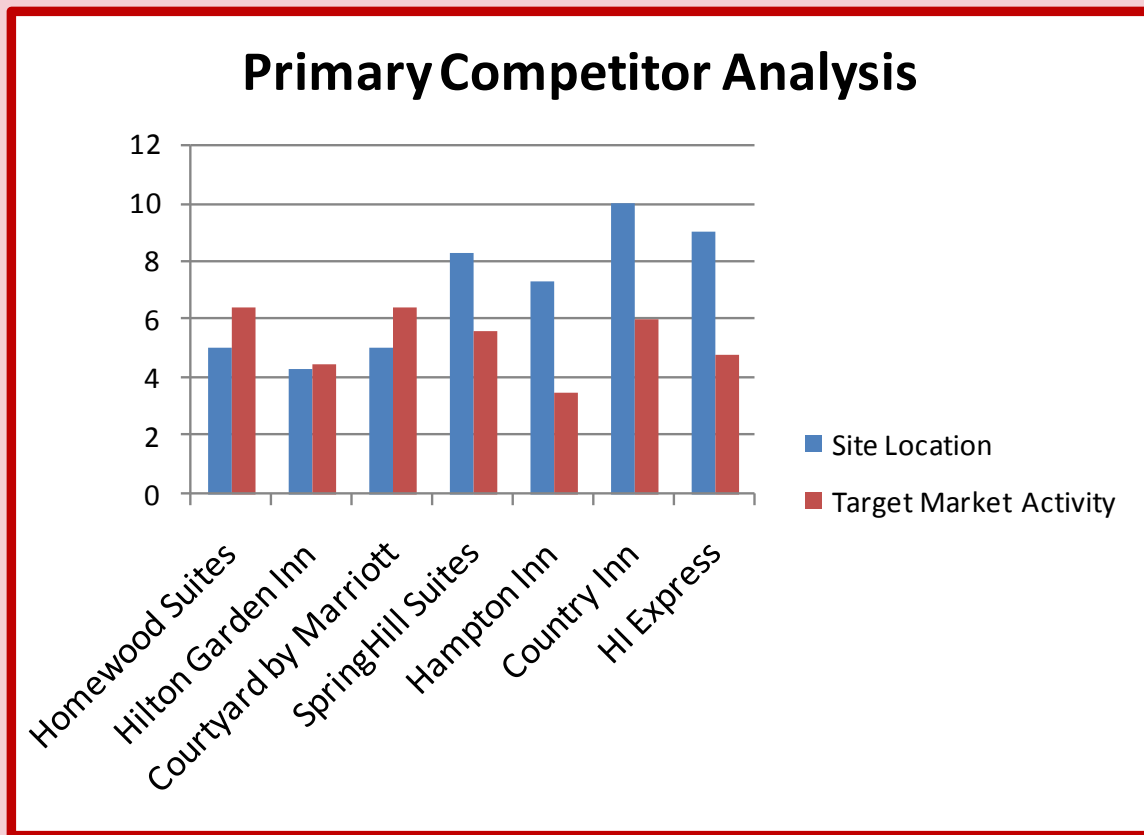
## primary competitor analysis

Holiday Inn Express Gainesville “In the Heart of Gator Country”				
Site Location – Just off Archer Road West of I-75 Exit 384 The hotel is in an area that is being developed for an adjacency to Celebration Pointe – a potential future advantage.	Proximity	Access	Visibility	Strengths – IHG brand hotels. Offer themselves as the place for tired business travelers. Crackerbarrel shares the property – a very strong partnership, even though Country Inn backs to it.
	9	9	9	Weaknesses – head on competition with many others. Rooms are rundown and reviews mentioned this.
				Comparison - although they’re behind Country Inn, they are highly visible from southbound I-75 and rate a 9 for that. 115 rooms \$129-157, but deals are available. Only hotel in Comp Set to offer smoking rooms.
Site Location Rating				+9.0
Target Markets	Comment - Many reviews mentioned UF Shands. Business and family travelers.			Strengths - IHG Loyalty +5.0
				Weaknesses - tough segment +4.0
				Comparison- longtime customer loyalty +7.0
Marketing Activities	Comment – Lots of brands in IHG, including internationally, which is an attraction.			Strengths - Strong OTA partner +8.0
				Weaknesses – Prepay for best rate +2.0
				Comparison – Bland website and dated room information +3.0
Target Marketing and Marketing Activity Rating				+4.8

A graph representing the Competitor Set (Comp Set) data appears on the next page along with both observations and conclusions that influence our Marketing Plan.

# SITUATION ANALYSIS

## primary competitor analysis



### OBSERVATIONS

Ranking for Site Location: the graphic demonstrates that Country Inn by Carlson ranks the highest across the Compset. Although is not a direct competitor in the extended stay category, an examination of Country Inn's reviews demonstrates that some guests mention their stay was related to UF Shands Hospital. Holiday Inn Express (HIE) is operated by International Hotels Group (IHG) and also ranks highly for location. IHG is constructing their new high-end Hotel Indigo in the Celebration Pointe development over the I-75 Overpass from Residence Inn.

Ranking for Target Market Activity: Courtyard by Marriott and Homewood Suites rank highest in this category. Homewood is the larger threat as it is also a well-known extended stay hotel.

Ranking Overall: SpringHill Suites is the highest ranking extended stay with a formidable offering of excellent location, targeted marketing and on-demand shuttle service. Also a well-managed Marriott brand, it offers basic food preparation, but offers little of the social interaction projected by the Residence Inn.

### CONCLUSIONS

Residence Inn faces challengers, especially from Homewood Suites and SpringHill Suites. Our Marketing Plan offers a range of specific programs and partnerships to overcome these challenges.

# SITUATION ANALYSIS

## market potential analysis

### Methodology:

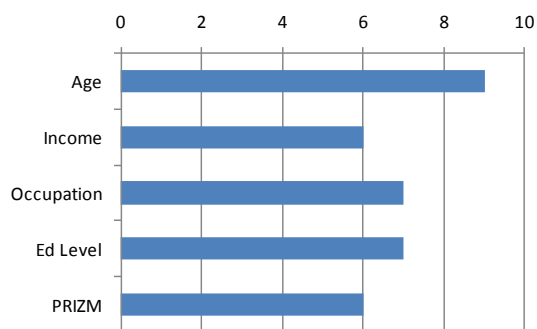
The client has identified a targeted customer as a person who has business with the University of Florida or UF Health Shands Hospital and stays for 5 days or longer. This customer is systematically identified below on an on-going basis as the lens of multi-stage segmentation is applied in the marketing plan. In the analysis, data is ranked on a compressed scale from 0 to 3. Zero (0) is a rank that is inconsequential. Three (3) is a ranking that is of high consequence.

### Terms of Reference:

- CRM: MARTHA system utilized by Marriott worldwide.
- GSS: Guest Satisfaction Surveys which may be solicited electronically, by mail or in person.
- Web: Reviews on client's website and/or OTA sites that may post reviews related to client.
- PRIZM: Nielsen PRIZM NE (New Evolution) household categorization system.
- Intercept: Opportunistic queries and input from guests.

WHO	Description		Likelihood Of Success	Significance of Data	Value of Data	Score
Who Demographic						
CRM	Age	25-54	3	3	3	9
Other	Income	65-120	1	2	3	6
Other	Occupation	Professional	2	2	3	7
Other	Ed Level	14-18	1	3	3	7
Who Psychographic (PRIZM)						
CRM	S:1 Elite Suburbs		3	1	2	6
CRM	S:2 Affluentials		3	1	2	6
CRM	S:3 Middleburbs		3	1	2	6
CRM	S:4 Inner Suburbs		3	1	2	6

### Market Potential Data - WHO



Who Demographics are analyzed using a simple range of categories including Age, Income, Occupation and Education Level. Each of them are have a high Data Value, but may not be so easily collected. For example, extracting a client's income depends on the insight of the front desk or management person collecting the data. On the other hand, the CRM will discern immediately what the age bracket of the individual may be (the front desk may enter the information when reading the guest driver's license).

Who Psychographics are not as valuable. However they are easily harvested from CRM by zip code and/or home address.

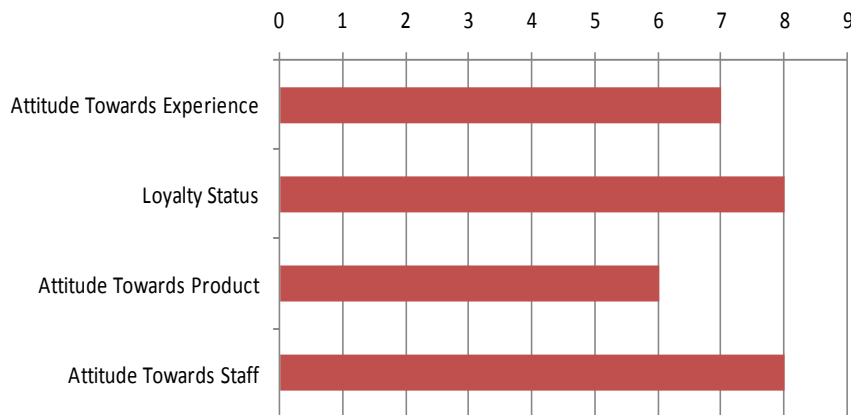
**Caution: in almost every case the guest will be an individual traveling alone. Although it is not mentioned frequently throughout the plan, this is also part of the multi-stage segmentation and is incorporated in the analysis.**

# SITUATION ANALYSIS

## market potential analysis

WHAT	Description	Likelihood	Significance	Value	Score
Web	Attitude towards Experience	2	2	3	7
CRM	Guest Loyalty Status	3	2	3	8
GSS	Attitude towards Product	1	2	2	5
Web	Attitude towards Staff	2	3	3	8

### Market Potential Data - WHAT



What Demographics are analyzed using a simple range of customer attitudes towards their experience, the product (Residence Inn) and staff.

Each of the data points are likely to be recovered, although actual attitudes are more significant when harvested from the Web or extrapolated from their Marriott Rewards status. Conversely, merely knowing Loyalty status is qualified information. For example, a guests may be just beginning to travel frequently and have not achieved high Loyalty status.

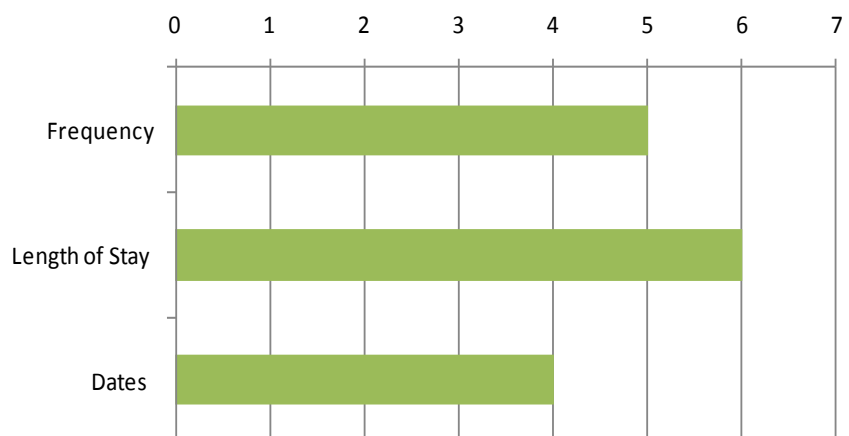
WHEN	Description	Likelihood	Significance	Value	Score
CRM	Frequency	3	0	2	5
CRM	Length of Stay	3	0	3	6
CRM	Dates (time of year, time of month, time of year)	3	0	1	4

When Data is easily harvested from the CRM. Frequency remains an important variable, although not particularly significant when segmenting the market.

Conversely, when the targeted market segment is considered, Length of Stay becomes the paramount variable.

Dates are not as important to the Marketing Plan. They may take on special significance if the guest has a predilection for booking during peak periods however.

### Market Potential Data - WHEN

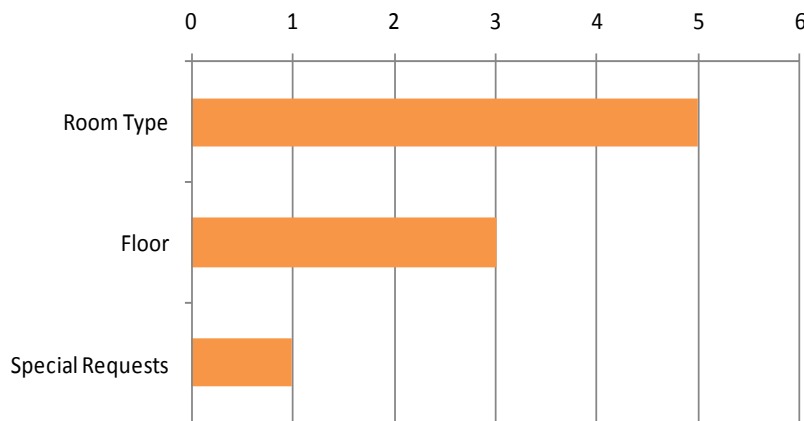


# SITUATION ANALYSIS

## market potential analysis

WHERE	Description	Likelihood	Significance	Value	Score
CRM	Room type	3	0	2	5
CRM	Floor	3	0	0	3
CRM	Special Requests	1	0	0	1

### Market Potential Data - WHERE



Again, Where data is harvested from the CRM. Room type is paramount in this category of market potential analysis.

Here is an instance where it is necessary to take in all the data as opposed to looking at the final score. Room type gains a 3 for likelihood but has little significance or value except for customer relations purposes.

Likewise, Special Requests are unlikely to segment our target market although they appear in the CRM and are also important relationship tools.

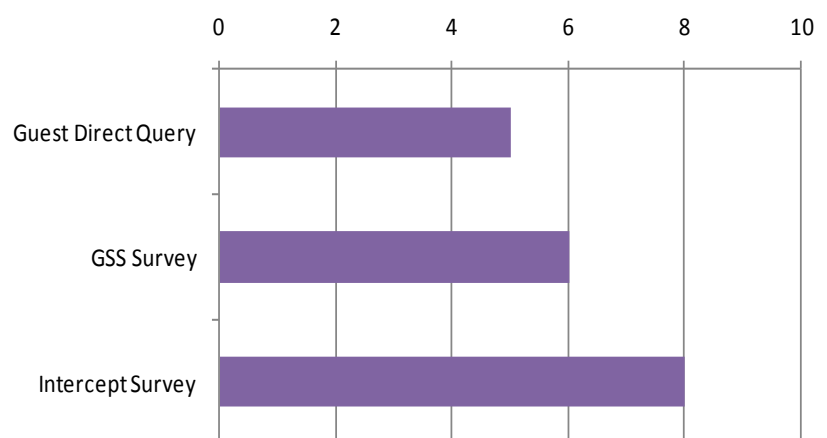
WHY	Description	Likelihood	Significance	Value	Score
Front Desk	Guest Direct Query	2	3	3	7
GSS	Survey	1	2	3	6
Intercept	Open ended questions	2	3	3	8

Why Data is the final data analysis we consider.

As seen from the matrix, Guest Direct Query and Intercept data is relatively easy to collect. What may not be so easy is to design a system for placing that data where it becomes useful for monitoring and evaluation.

Conversely, GSS responses make it subject to design errors, but once collected it is easily quantified, even if the errors remain. Therefore Intercept data is ranked considerably higher.

### Market Potential Data - WHY



# SITUATION ANALYSIS

## services analysis

Mission Re-visited: Residence Inn is the pioneer in the extended stay segment and remains the market leader. But the challenges may not come from traditional competitors. It is too easy for visits to become routine and find our guests looking for a different experience. The challenge is to create an experience that is only available through the economies of scale of the Residence Inn and unlikely to be easily duplicated. Memorable experiences create repeat business, even in the extended stay segment.

Vision Re-visited: The best employees-in-the-business means we have the best guests-in-the-business. To keep our Residence Inn family returning again and again, we categorically refuse to be bested by someone with a room over their garage or a vacant apartment to rent. We categorically promise to keep our Residence Inn experience fresh.

Therefore, as part of our Marketing Plan, we plan to augment our current excellent level of service by offering the following upgrades over the next year (July 1, 2016 - June 30, 2017). They will be detailed in the Marketing Strategy and the Implementation Plan in this document.

1. Programming: Week + One: a program that offers a free 8th night for the targeted segment that extends their stay beyond seven days.
2. Programming: E-Clinic (computer) conducted by expert from Impact.
3. Programming: E-Clinic (cell phones) conducted by expert from Re-tech.
4. Programming: Food Truck Tour food trucks special event twice each month.
5. Programming: Trail Tour with Gator Cycle for weekend bike tours twice each month.
6. Partnership: Groceries-To-Go - partner with grocery delivery service Lazy Delivery.
7. Partnership: Discount and Coupon partnership: Whole Foods 365 is opening in Butler Plaza – arrange for special discounts and coupons.
8. Partnership: Good-To-Go - new relationship with Enterprise Leasing.
9. Partnership: Go Green - focus on new RTS terminal by the hotel.
10. Partnership: Ride-N-Style - working relationship Luxury Cab Service.
11. Team Spirit: ensure all associates are informed and enthusiastic on area experiences, programs and partnerships and feel a real sense of teamwork in accomplishing the Objectives detailed on page 40.



# SITUATION ANALYSIS

## marketing position and plan analysis

Disclaimer: for an accurate analysis of the Marketing Position and Plan, previous marketing plans need to be analyzed, (Morrison, 2010, Pg. 297). This helps to effectively analyze activities helping to learn valuable lessons for future planning.

According to Jade Wagner, the Residence Inn's current market position is to increase RevPAR by obtaining the target market University of Florida and UF Health Shands Hospital business clientele (Wagner, 2016). They are not pursuing UF parents, football weekend visitors, and UF party clientele at this time. With this clientele, the goal is to have the guests stay a minimum of 5 consecutive nights preferably the stay should last between 5 to 29 nights. This is considered most valuable and assists in keeping operating costs lower. They are choosing to stay away from guests staying 30+ nights because they require a greater discount. They currently use websites to advertise including brand and social. They work with Visit Gainesville the local DMO as well as building relationships with local businesses in the area. The Residence Inn location is conveniently located right off of I-75.

According to Jade Wagner, the Residence Inn sets themselves apart from their Comp Set by employing a #1 staff. The hotel is recently renovated, has an outstanding management company, a strong company culture, and has six culture principles the employees adhere to. According to an outdated STR Report dated May 2015 provided by Jade Wagner (2016), the Residence Inn's RevPAR was outperforming the comp set with a MTD Run of 121.17 versus 101.91. Their rank was 1 out of 8. Today, they are 2 out of 8.

There are several types of tourism the targeted market can partake in. First is Cultural Tourism. This includes the Hippodrome State Theater, Kanapaha Botanical Gardens, Florida Museum of Natural History, and Haile Homestead. Second is Nature Tourism that includes natural resources such as the natural springs, parks, hiking and biking trails, and many other outdoor activities. Third, and the most popular US adult activity for travelers, is shopping (Joshua Roe, Personal Communication, March 25, 2016). "The \$200 million Celebration Pointe is a 225 acre mixed-used regional development currently in the construction phase featuring shopping, office, lodging, dining, urban style residences, and entertainment" (Celebration Pointe, n.d.). This includes a luxury state of the art movie theatre, name brand retail stores, and national as well as local restaurants. The development is in close proximity to the Residence Inn. Two feeder streets, the I-75 Butler Overpass and Plaza Avenue/20<sup>th</sup> Avenue Connector are being built with the 62<sup>nd</sup> Street Connector already envisioned. Butler Town Center will replace existing old retail with another 350,000 ft<sup>2</sup> of high-end shops and dining.

# SITUATION ANALYSIS

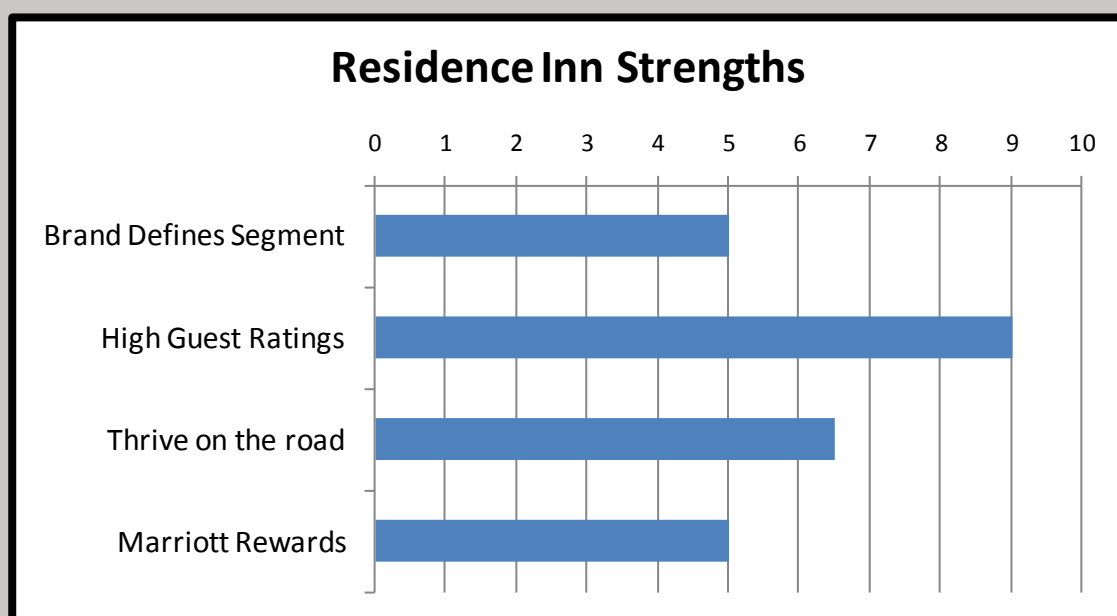
## swot analysis

### Overview

The Residence Inn by Marriott, Gainesville offers a range of major strengths, weaknesses, opportunities and threats (constraints) which influence our strategy and implementation. In the analysis that follows, we focus specifically on SWOT categories that are, to some degree, connected with increasing share of the specified target. According to client specifications, the target has the following markers: traveling on business, focused on UF or Shands, staying at least 5 nights. They also should be a Marriott Rewards member (Silver Elite or above) although that is a characteristic that is highly probable rather than being defined by the client. Each SWOT indicator is assigned a value on a ranking scale from -10 (very negative impact) to +10 (very positive impact) with 0 being neutral. Therefore, Strengths and Opportunities have a positive impact on achieving the objective of expanding our target market, whereas Weaknesses and Threats are negative.

### Strengths

- **Brand Defines Segment:** the Residence Inn brand has, from the beginning, defined the extended stay segment. This is not as powerful an attractor as it once was, but the target market brand association is ranked moderately positive as +5.
- **High guest ratings:** good reviews are a requirement for the target market. The Residence Inn attracts very positive guest reviews with this indicator ranked at +9.
- **Thrive on the Road:** this brand slogan belongs to the Residence Inn brand and hits the business traveler segment broadly. The target market will strongly identify with this view, although some competitors may offer very similar benefits. Therefore Thrive on the Road is ranked as +6.5.
- **Marriott Rewards:** the excellent Marriott Rewards program is viewed as a moderately strong attractor of the target market and is ranked +5.

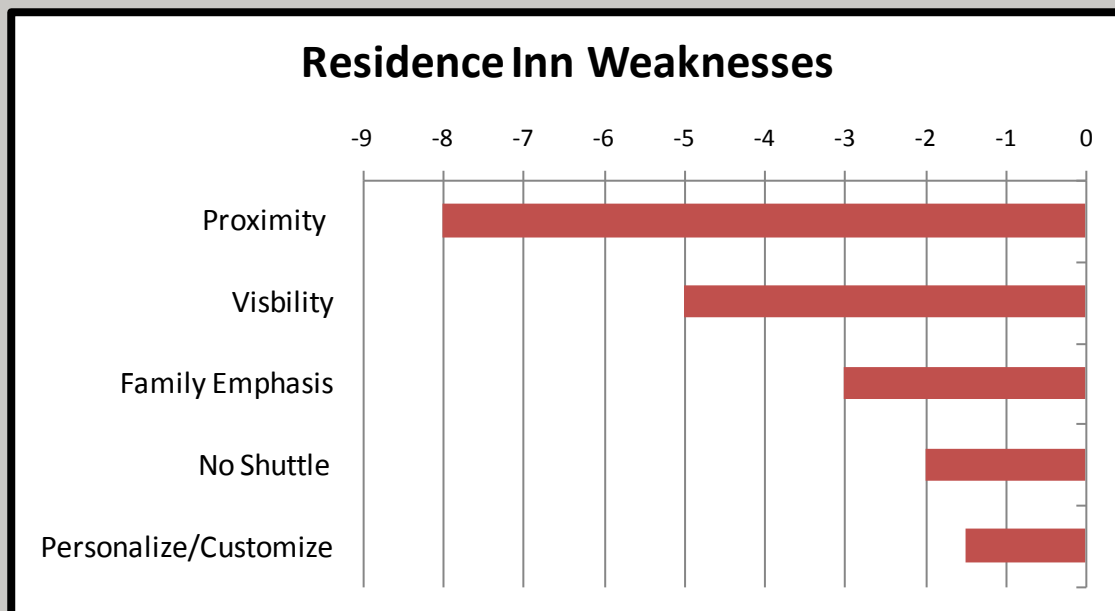


# SITUATION ANALYSIS

## swot analysis

### Weaknesses

- Proximity: as the target has business with UF or Shands, it is imperative that it must be perceived as close to these locations. There are many hotels that are physically closer, so one aspect of our plan will be to close that in the mind of the target. Currently, proximity is ranked as -8.
- Visibility: practically invisible to guests, both from Exit 384 and from northbound travelers. In addition, there is no signage confirming the hotel's location in the area. At the present time, the hotel visibility is ranked at -5.
- Family Emphasis: booking families is observed to be a core business of this unit. Some within the target market may sense the hotel is conflicted on who they most want to serve. Is it "thrive on the road" or "tribe on the road"? Value is -3.
- No Shuttle Services: the client has ruled out a shuttle. However, at least one direct competitor (SpringHill Suites by Marriott) touts this service, transporting guests to Shands for example. This is ranked as a -2.
- Personalize/Customize: the target market values a personalized hotel experience and the Residence Inn does not have many ways to alter this perception. Our plan will address this challenge, but it is currently fixed at -1.5

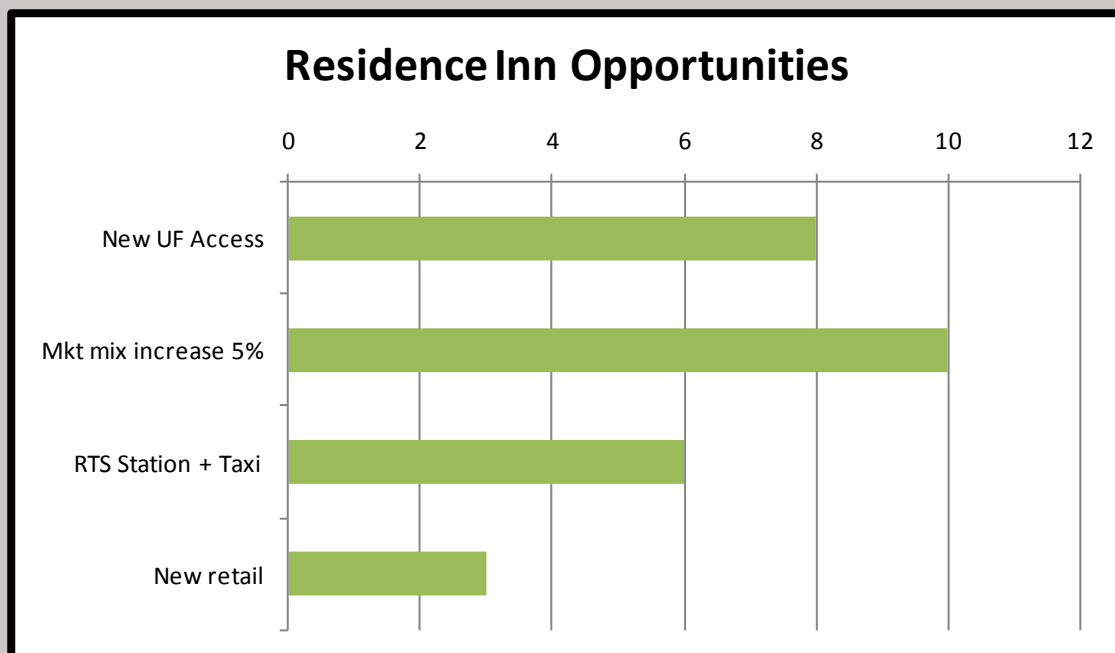


# SITUATION ANALYSIS

## swot analysis

### Opportunities

- New UF access: the Butler Plaza North Extension has included Plaza Boulevard, a road that passes directly by the Residence Inn, across 20<sup>th</sup> Avenue and turns to enter the UF Campus at Hull Road. New UF access is ranked as a +8.
- Market Mix Increase of 5%: an increase in targeted guests is viewed both as inherently achievable and represents a very high value to the Residence Inn. It is ranked at +10.
- RTS Station + Taxi: parking at UF is notoriously difficult, with Parking Garage 13 (near UF Genetics) offering a few metered spaces. The opening of the large new RTS station very close to Residence Inn offers frequent direct bus service via Hull Road to Mowry Road and the Shands complex. It also passes by the UF College of Agriculture and avoids Archer Road congestion completely. A relationship with Gainesville's highly rated Luxury Cab may offer additional options, including direct transport from Gainesville Regional Airport (GRA). This is valued conservatively as a 6.
- New retail: the many new shops in Butler North have potential value for the target market. The highly rated Whole Foods 365 is scheduled to open nearby later this year. This is valued at +2.5



# SITUATION ANALYSIS

## swot analysis

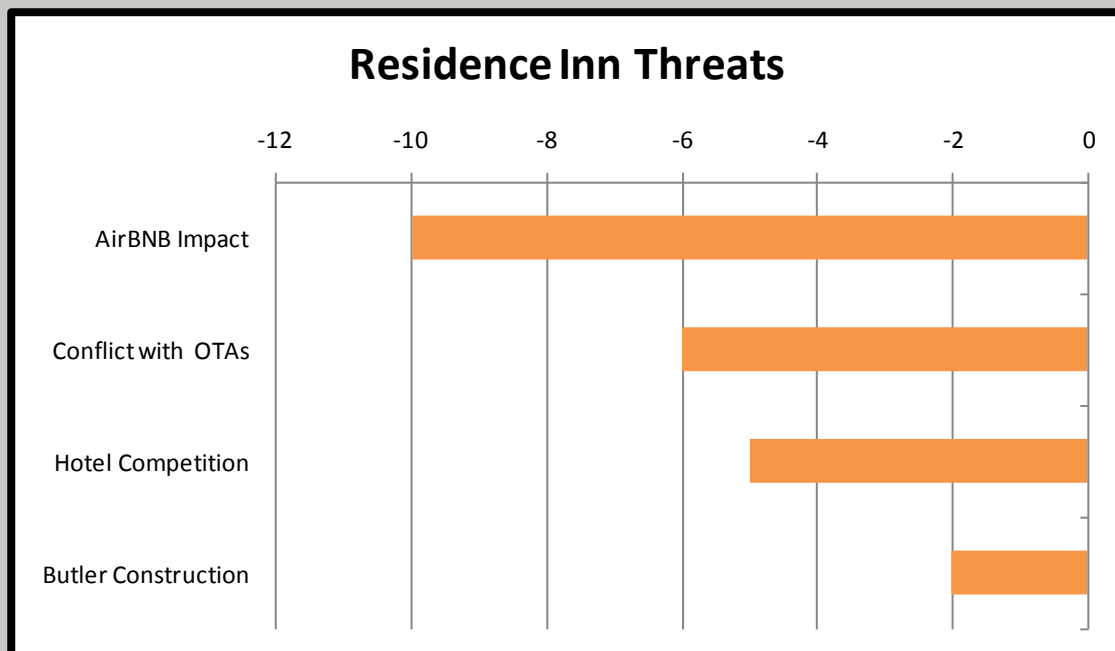
### Threats

Airbnb: this industry disrupter is poised to challenge the entire conventional extended stay market in Gainesville. A 5% reduction in REVPAR over the next year is rated at -10.

Conflict with OTAs: Marriot is in a struggle with OTAs. It is likely they may prevail in the long term, but in the shorter term, they may reduce REVPAR by 5% making this Threat at -6.

Hotel competition: a number of new hotels are planned for the immediate area including Drury Inn, Hotel Indigo and another unnamed hotel to replace Lowes with frontage directly on Archer at 34<sup>th</sup> Street. In addition TownPlace Suites (at I-75 and Newberry Road) could become a direct competitor. Competition is ranked at -5.

Butler construction: the on-going construction may continue to negatively impact conditions at the hotel as well as the ability to attract the target market. This is ranked as -2.



# SITUATION ANALYSIS

## conclusions & review

### Conclusions:

As we conclude the Situation Analysis Highlights section of the Marketing Plan Rationale, it is important to quickly review the contributions made to our understanding of the question, “Where are we now?”

This Marketing Plan is motivated by the client goal to increase REVPAR by engaging the targeted market segment as we have stated. The Plan is organized with the Situation Analysis in order to give the Plan some real-world underpinnings.

**Environmental Analysis:** we saw how the micro-environment tends to be positive in respect to the client’s business model. However, in Cultural Trends we saw how the so-called Sharing Economy poses a particular threat, not only to Residence Inn but to the entire long-term segment. Our Marketing Plan will counteract these forces.

**Location and Community Analysis:** we demonstrated the strength of the business micro-environment. Especially strong are Education and Health, markets on which we are focused in this Plan.

**Primary Competitor Analysis:** we noted that Residence Inn faces challengers, especially from Homewood Suites and SpringHill Suites. Our Marketing Plan offers a range of specific programs and partnerships to overcome these challenges and differentiate Residence Inn as the top provider in the segment.

**Market Potential Analysis:** we examined the methodology in which we will focus and capture data relative to our targeted market segment.

**Services Analysis:** we re-visited a hypothetical Mission and Vision statement that would bear on our Marketing Plan. More importantly we provided a synopsis of ten programs and partnerships that will insure we reach our marketing goals.

**Marketing Position and Plan Analysis:** we attempted to glean some insights from the thinking behind Residence Inn’s new focus on the specific target segment.

Finally, in the **SWOT Analysis** section we discussed the range of strengths, weaknesses, opportunities and threats (constraints) related to the client - things we will either leverage or seek to counteract in our Marketing Plan.

**We move next to Selected Market Strategy (*Where would we like to be?*)**



**Marketing Plan Rationale**  
**Selected Marketing Strategy**  
*Where would we like to be?*



# SELECTED MARKETING STRATEGY

## market segmentation & target market

The client states: the target market is the traveler who stays for five nights or more and has business at either at UF Health Shands Hospital and the College of Medicine or the University of Florida.

Therefore the target market is segmented using a multi-stage segmentation approach utilizing Purpose of Trip Segmentation as well as Use Frequency and Use Occasion Behavioral Segmentation:

### ***Purpose of trip Segmentation:***

The target market customers are traveling on business (usually traveling alone)

### ***Behavioral Segmentation, Use Frequency:***

The target market customers stay five nights or more.

### ***Behavioral Segmentation, Use Occasion:***

The target market customers are calling on or working with clients at the University of Florida or at the medical research and services facilities operated by University of Florida Health including UF Health

As the client has pre-selected this market segment, our underlying operating assumptions are that the target market is measurable, substantial, accessible, defensible, durable, competitive, homogenous, and compatible (Morrison, 2010).

**Measurable:** using tools such as the Marriott CRM, intercept survey methodologies and careful coaching of staff on information-gathering and management techniques, we believe the target market is measurable.

**Substantial:** the client states the target market is substantial. This is borne out by the fact that UF is by far the major provider and purchaser of services in the area and most business activity is directly or indirectly connected to the university.

**Accessible:** the client must be able to reach the targeted customer segment. Our plan takes into account that some marketing communications will be received by business travelers other than the targeted segment.

**Defensible:** we believe the target market segmentation approach meets this criteria in that it has long-term potential lasting longer than five years.

# SELECTED MARKETING STRATEGY

## market segmentation & target market

**Durable:** as target market segment stays are based on working with UF, the longevity of the university carries the strong implication that the segment will be durable.

**Competitive:** we agree with the client that they are competitive for market segment business. Residence Inn is synonymous with extended stay. The Residence Inn value proposition “enjoy the spread” and “everything you need to thrive on the road” competes well in the market segment.

**Homogeneous:** multi-stage segmentation allows us to ensure that customers in the segment are similar to each other.

**Compatible:** the existing customer mix consists of short and medium stay family travelers, couples and individuals on pleasure trips and business travelers, both short and medium stay. It is worth mentioning that a significant percentage of guests list both business and pleasure as reasons for traveling, making it difficult to define a traveler as one or the other. An online travel site reports that fully 55% of Millennials (up to age 34) mix business and travel (The Hipmunk, 2016). This is higher than other population segments, but even Baby Boomers (51 and older) report mixing 25% of the time. For our purposes, anyone who acknowledges a business purpose is categorized as traveling on business. Therefore, as the broader business travel segment is currently represented in the existing customer mix, we can assume the targeted segment is compatible.

This completes the Market Segmentation & Target Markets section of the Selected Marketing Strategy. Again, we take a multi-stage segmented approach utilizing Purpose of Trip Segmentation, and Use Frequency and Use Occasion Behavioral Segmentation. They meet the eight criteria mentioned above.

# SELECTED MARKETING STRATEGY

## marketing strategy

Our overarching Marketing Strategy will employ four interlocking strategies including two Mature Market Product Life Cycle (PLC) strategies, a Market Leader strategy and a Relationship Marketing strategy.

- Market-Modification Mature Market (PLC) Strategy
- Market-Mix Modification Mature Market PLC Strategy
- Alternative-Marketing Market Leader Strategy
- Relationship Marketing Strategy

Note: regarding Relationship Marketing, the importance of People will be incorporated throughout our total strategy and marketing plan.

In formulating our marketing strategy we review a full range of strategic elements including target market focus, PLC (product life-cycle) and industry sector position. At the same time we recognize that Residence Inn is a participant in a Target Market Focus (Full-Coverage) Strategy. In developing our Marketing Strategy we must understand the approach that Marriott has taken in promoting the Residence Inn brand segmentation, up-market extended stay, and their value proposition, “enjoy the spread”. However, employing this overarching Marriott strategy is beyond the scope of our Marketing Plan.

Our approach begins with a review of Mature Market (PLC) strategies. Why? Residence Inn was founded in 1974 (Wagner, 2016), placing it in the mature stage of its Product Life Cycle in the United States.

Our next step is a review of the four principle Mature Market (PLC) strategies in order to determine which are best employed to sharply define and achieve our objectives. We explain our selection process as follows:

1. Product-Modification Strategy: we do not employ this strategy. In the hospitality business, product-modification involves rejuvenating physical services or products. The client’s site just received a major refresh. Marriott (corporate marketing and advertising) is already employing this in the online marketing mix for this location.
2. Brand-Extension Strategy: we will not apply this strategy. It is incongruent with our plan.
3. Market-Modification Strategy: we will utilize this strategy . It targets competitors’ customers or adds new market segments.
4. Marketing-Mix Modification Strategy: we will use this strategy. It focuses on stimulating sales by changing the marketing mix.

# SELECTED MARKETING STRATEGY

## marketing strategy

### **Summary (PLC Mature Stage strategies)**

Our selected PLC Mature Stage strategies (numbered 3 and 4 on the previous page) are both employed as Market-Modification and Marketing-Mix Modification. We leverage the 8Ps of Hospitality and Travel Marketing as appropriate.

### **Summary (Alternative Marketing strategy)**

We employ an Alternative Marketing Strategy by Industry Sector Position. We take the perspective that Residence Inn by Marriott remains the market leader and employ a Market Leader Strategy as our selected Alternate Marketing strategy. Simply stated, our approach will be to both protect market share and expand market share within a Market Leader Strategy.

### **Summary (Relationship Marketing)**

A integral element to our overall Marketing Plan will be to integrate Relationship Marketing and Customer Lifetime Value (CLV) throughout our plan. Even as we seek new customers using our Market-Modification Strategy, it is critical to recognize the CLV of our current customer base.

### **Conclusion**

We respect the Full-Coverage Target Market Focus employed by Marriott while employing two PLC Mature Stage strategies and the Alternative Strategies/Market Leader strategy and Relationship Marketing.

# SELECTED MARKETING STRATEGY

## marketing mixes

The Marketing Mix leverages People, Pricing, Programming, Promotion, and Partnership in our Marketing Plan for Residence Inn Gainesville and the identified target market segment.

**People:** we leverage People throughout our marketing mix. Our best employees in the business have the best guests in the business. In addition to motivating and training, we empower our staff to deliver guest satisfaction. As an element of an Integrated Marketing Communications (ICM) plan, our overarching marketing plan will incorporate communication to the Residence Inn family. Each associate will understand the important part they have to play in its success. People elements will also include managing service encounters, enhancing customer experiences, tracking customer incentives, maintaining the CRM system (MARSHA, Marriott Automated Reservation System for Hotel Accommodations) database and communicating with customers.

**Pricing:** pricing is part of the marketing mix. It is primarily related to the Week + One special program targeted against the specified market segment.

**Programming:** we employ programming in the marketing mix. The Week + One program, detailed later in the Marketing Plan, forms an essential element of programming activity.

**Promotion:** we employ promotions as part of the marketing mix. This includes personal selling, sales promotion, and public relations.

**Partnership:** partnerships are extensively leveraged in the marketing mix as previously noted in the Services Analysis section of the Marketing Plan Situation Analysis.

The remaining of the 8Ps of Hospitality and Travel Marketing (Product Packaging and Place) are not used in our Marketing Plan as follows:

**Product:** we employ Product as part of the marketing mix, but in a peripheral manner - Product is established by Marriott International, Inc. in partnership with the owners of the property.

**Packaging:** is not employed in this marketing plan and is not likely to specifically impact the specified target market segment.

**Place:** is not an area of focus although it may be viewed as intrinsic to the overall Plan.

# SELECTED MARKETING STRATEGY

## positioning approaches

Our Marketing Strategy will concentrate on two of the broader positioning approaches: Positioning on Benefits, and Positioning Against Another Product.

**Positioning on Benefits:** our strategy incorporates several new benefits to our targeted segment. Examples may be found in the services analysis portion of the Situation Analysis and elsewhere in this proposal. These support the brand positioning statements below.

**Positioning Against Another Product:** our strategy also includes several courses of action that will differentiate Residence Inn from the competition. In addition, the Plan overcomes potential objections regarding services we do not offer, such as a Shuttle.

It is noteworthy that Marriott has repositioned the Residence Inn brand to appeal to a younger business traveler. That traveler may be fairly new to traveling on business alone and wants to stay at the hotel some evenings if there are things to do. She/he wants some kind of structured social time and appreciates F&B quality over quantity. Therefore the old evening social has been replaced by “Inn the Mix” that we see playing out in the current television campaign and in video in the online site. Along with hotel refurbishments, Inn the Mix also serves to reposition the brand as fresher and more understanding of the younger business traveler, some of whom will be in our targeted market segment. Experienced business guests welcome these changes too.

Marriott (corporate) has specific brand positioning strategies in place for Residence Inn. These can be identified by their slogans as well the efforts to create a Residence Inn experience.

**Positioning on Features:** *“Everything you need to thrive on the road”*

**Positioning on Benefits:** *“It’s all here waiting for you”; “Expand your view”; and “See you when you get here.”*

**Positioning Against Another Product:** *“There’s a lot to take in at Residence Inn.”*

Our marketing plan is compatible with these corporate position statements.



# SELECTED MARKETING STRATEGY

## marketing objectives

### We propose the following two marketing objectives

**Objective 1:** during the next twelve months (June 30, 2016-June 30, 2017), we will measure an increase in monthly occupancy rates in the target market segment (below) by 5%.

**Objective 2:** during the next twelve months (June 30, 2016-June 30, 2017), we will measure an increase in REVPAR attributable to longer term stays in the target market (below) segment by 3%, resulting in \$75,000 in additional revenue.

Each objective meets the following four criteria:

- Target-market specific
- Results oriented
- Quantitative
- Time-specific

The Target Market segment as defined in Market Segmentation:

- Business traveler (usually traveling solo and may be business combined with pleasure)
- Stays for five nights or more
- Has business at either UF Shands Health Hospital or the University of Florida

# Implementation Plan

## Activities Plan & Marketing Budget

*How do we get there?*



# ACTIVITIES PLAN

## Programming and Partnership Descriptions

Program Name	Program Description
Week + One	Targeted guests are offered to extend their stay beyond a week and receive an eighth night free. This program offers something tangible to the targeted segment, who gains nothing from a discount program that accrues to their company. The program is actuated by the GM manually reducing the eighth night charge to zero.
E-Clinic (Computers)	Top area expert from Impact Computers holds a clinic on various topics of interest to the targeted segment, although the clinics are open to all guests. The speaker will discuss such things as virus protection and elimination, cloud usage schemes and risks, etc. They will also address topics from the group. There is no charge for the clinic. Attendees are encouraged to socialize before and after the event.
E-Clinic (cell phones)	Top techie from Re-tech will give a clinic on range of cell phone topics with special emphasis on the iPhone for one session and different major brand during another. Topics might include dealing with software updates, data recovery, top apps, etc. Attendees are encouraged to socialize before and after the event. This is a regularly re-occurring bi-monthly program.
Food Truck Tour	Food trucks make bi-monthly visits on Thursdays from 5pm-8pm. Set up in the parking lot with a top area food truck promoted on site. Guests are encouraged to attend and socialize. GM and Sales Director attend and socialize.
Trail Tour	Gator Cycle is the supporting organization. There will be a cost to attendees, but tours are expected to be fun and memorable experiences on some of the Gainesville area's best trails. The program will begin as a test with follow-on events.
Partnership Name	Partnership Description
Groceries to Go	Groceries to Go is a partner program with Lazy Delivery. It supplements the existing Grocery Shopping Service by dramatically decreasing wait times and allowing guest to change their meal plans at the last minute.
Whole Foods 365	This is a simple coupons and discount program that tracks back to Residence Inn. Whole Foods is a national brand opening an unique version of their store very close by the Residence Inn property.
Good to Go	A closer relationship with Enterprise, including their unique customer pick up and drop off service can be a value-added to the target segment. It will offset not having a shuttle service. The GM will encourage Enterprise to move office closer.
Go Green	RTS has constructed a new terminal next door to the hotel. It provides safe, clean and quick transit to the target segment destinations. Participants selected from the segment will get a free one-day pass each day they wish to use the service.
Ride N Style	Some of the targeted audience may prefer to take a cab. Luxury Cab Company is the top rated service. The partnership will influence them to give preferential scheduling and treatment to our targeted segment.

# ACTIVITIES PLAN

## target market activities by market mix element

Marketing Mix Category	Primary Activities	Responsibilities	Timetable
People	<p>Front Office training Week + One program specific to Shands and UF guests.</p> <p>Front Office training on Programming, and Partnerships including discussion and close coordination of the launch program for each activity.</p>	<p>Other staff awareness of program.</p> <p>Coaching, specialized training and evaluations conducted to support the activities.</p>	<p>Jul 1-Jul 30 2016</p> <p>Jul 1-Oct 30, 2016 as required by each program and partnership</p>
Pricing	<p>Pricing for Week + One are programmed into CRM MARTHA. Shands and UF discount discontinued.</p> <p>Other pricing (programming, promotion and partnership) is rolled into each element separately. Costs are primarily staff hours spent in establishment and minor promotion costs.</p>	<p>G.M. and supporting staff</p> <p>See each program and partnership for any appropriate pricing necessary and develop as required.</p>	<p>Jul 1-Jul 30, 2016</p> <p>Jun 30-Oct 30, 2016 Coordinated with the lead and staffing for each program and partnership.</p>
Programming	<p>Week + One Program set up with Sales Mgr as lead and outside consultant prepares special materials.</p> <p>E-Clinic (computers) set up and program design with Impact Computer - front office person designated as the lead.</p> <p>E-Clinic (cell phones) set up and program design with Re-tech - Sales Mgr as lead.</p> <p>Food Truck Tour set up with GM as lead and designating staff support as needed.</p> <p>Trail Tour set up with Gator Cycle as external lead supported by Residence Staff including Sales.</p>	<p>Front Desk staff trained to select and exploit the program. CRM expert tasked to program success.</p> <p>Front Desk trained to discuss. Participant head count and comment cards.</p> <p>Front Desk trained to discuss. Participant head count and comment cards.</p> <p>GM instructs staff to track program popularity and growth.</p> <p>Test program. Designated staff tracks program popularity and growth. The initial event is positioned as a one-off with potential events to follow.</p>	<p>Jul 1-Jul 30, 2016</p> <p>Sep 1, 2016-May30, 2017</p> <p>Sep 1, 2016-May30, 2017</p> <p>Aug 1-Nov 30, 2016</p> <p>Oct 1-Nov 1, 2016</p>

# ACTIVITIES PLAN *(continued)*

## target market activities by market mix element

Marketing Mix Category	Primary Activities	Responsibilities	Timetable
Promotion	Promotion is in support of both Programming and Partnerships. Specific POS to be created for each of them, mostly in-house or vendor-created one sheets or handouts.	Sales Manager expert in all programming and partnerships - promotes these at every opportunity.	Jul 1, 2016-Jun 30, 2017
Partnership	Front desk person are the designated lead.	Create one-sheet and work on coupons and pricing. Ensure that Lazy Delivery can work with Whole Foods 365 being built in Butler Plaza. Track target usage and satisfaction closely.	Aug 1, 2016-Jun 30, 2017
	Discounts & Coupons from Whole Foods 365. Sales Manager negotiates this partnership.	Meetings with WF 365 to piggyback their promotional programming for our hotel use.	Oct 1, 2016-Jun 30, 2017
	Good to Go sales manager establishes close relationship with Enterprise and encourages they open in Butler.	Meetings with Enterprise regional office JAX to encourage move to Butler Plaza from Williston Road. Create Guest information sheet.	Oct 1, 2016-as required
	Go Green, guests use the award winning bus services of the RTS system. Sales manager focuses on new Butler North RTS station to ensure guests know how to utilize. Target Market rides for free.	Staff assigned to become experts in ride times from new Butler Station. Make free change available at front desk for guest riders (\$1.50X2) Create Good to Go Green Ride Cards for Guests with times and destinations.	Sep 1, 2016-Jun 30, 2017
	Partnership: Ride-N-Style - working relationship and monthly spiff to Luxury Cab (highest rated).	Meetings with Luxury Cab to discuss joint promotions. Designated staff takes a test ride to Shands and back. Note: increased fares at Residence Inn could spread to Comp Set.	Jul 1, 2016 with periodic re-rides to ensure scheduling remains viable for the target market segment.

# MARKETING BUDGET

## budget by marketing-mix element

### Target Market

Referencing page 34 of this Marketing Plan we reiterate that the client has identified a single target, the traveler (usually alone) who stays for five nights or more and has business at either at UF Health Shands Hospital and the College of Medicine or the University of Florida. Therefore we assign marketing mix elements to a single Target market, based on a budget of \$5,000.00. As indicated below there is roughly a 15% contingency built in. Please refer to the previous target market activities descriptions for details about each item in the Activity column below.

CATEGORY	ACTIVITY	DIRECT	PROMO PRINT	OTHER	ACTIVITY SUB
<b>PROGRAMMING</b>	Week + One	\$0.00	\$120.00	\$0.00	\$120.00
	E-Clinic (Impact)	\$0.00	\$20.00	\$0.00	\$20.00
	E-Clinic (Re-Tech)	\$0.00	\$20.00	\$0.00	\$20.00
	Food Truck Tour	\$450.00	\$25.00	\$0.00	\$475.00
	Trail Tour	<u>\$0.00</u>	<u>\$20.00</u>	<u>\$0.00</u>	<u>\$20.00</u>
	<b>CATEGORY SUBTOTALS</b>	\$450.00	\$205.00	\$0.00	\$655.00
<b>PARTNERSHIP</b>	Whole Foods 365	\$0.00	\$400.00	\$0.00	\$400.00
	Enterprise Good-to-Go	\$0.00	\$25.00	\$0.00	\$25.00
	RTS Go Green	\$1,890.00	\$25.00	\$0.00	\$1,915.00
	Ride-N-Style	<u>\$1,200.00</u>	<u>\$25.00</u>	<u>\$0.00</u>	<u>\$1,225.00</u>
	<b>CATEGORY SUBTOTALS</b>	\$3,090.00	\$475.00	\$0.00	\$3,565.00
	<b>BUDGET TOTAL</b>				\$4,220.00
	<b>TOTAL BUDGETED</b>				\$5,000.00
	<b>CONTINGENCY</b>				\$780.00
	<b>PERCENTAGE</b>				15.60%

### Highlights:

- Food Truck Tour expenses include a one-time three-way bonus of \$150.00 to three trucks.
- Week + One replaces the 15% discount currently provided to the target audience. By booking nights 6 -8 we save three days of turnover (\$150). Guest on per diem will receive an extra day on their own. With the discount many business guests actually receive nothing.
- RTS Go-Green offers 3 selected guests per day a free \$3.00 one-day pass over the next ten months, weekdays only.
- Ride-N-Style cost is a bonus to Luxury Cab of \$100.00 per month. The hotel will demand first priority service for hotel guests.

# Implementation Plan

## Control Procedures

*How do we make sure we get there?*





# CONTROL PROCEDURES

## results from each activity

### PROGRAMMING

ACTIVITY	RESULTS EXPECTED	PERFORMANCE MEASURES
<b>Week + One Program</b>	10% to 20% of the targeted market segment will opt in to the program activity and book a Week + Segment.	<ul style="list-style-type: none"> <li>• Direct guest feedback (intercept).</li> <li>• Comment card solicited from guest (survey)</li> <li>• Social media comments, posts, etc.</li> <li>• Revenue impact is tracked against the old discount system.</li> <li>• Official Marriott site.</li> <li>• Measure target segment repeats.</li> </ul>
<b>E-Clinic (Impact)</b>	20 guests will participate in the bi-monthly event. At least 20% (4) are expected to be participants. The clinic is staged partially as a professional meet and greet to generate traffic.	<ul style="list-style-type: none"> <li>• Direct interaction with guests by hotel staff.</li> <li>• Head count at the event.</li> <li>• Sign-in Sheet</li> <li>• Social media comment and posts.</li> <li>• Official Marriott site.</li> <li>• Partner report.</li> </ul>
<b>E-Clinic (Re-Tech)</b>	20 guests will participate in the bi-monthly event. At least 20% (4) are expected to be participants. The clinic is staged partially as a professional meet and greet to generate traffic.	<ul style="list-style-type: none"> <li>• Direct interaction with guests by hotel staff.</li> <li>• Head count at the event.</li> <li>• Sign-in sheet.</li> <li>• Direct guest feedback (intercept) following the event.</li> <li>• Social media comment and posts.</li> <li>• Partner report.</li> </ul>
<b>Food Truck Tour</b>	60 guests will participate in the bi-monthly event, heavily promoted by the hotel. At least 10% of participants will be in the target segment.	<ul style="list-style-type: none"> <li>• Direct guest feedback to staff at the event.</li> <li>• Social media comment and posts.</li> <li>• Partner report.</li> <li>• Measure target segment repeats</li> </ul>
<b>Trail Tour</b>	30 guests will participate in the inaugural event.	<ul style="list-style-type: none"> <li>• Direct guest feedback to staff at the event.</li> <li>• Reservations sheet.</li> <li>• Social media comment and posts.</li> <li>• Partner report.</li> <li>• Measure target segment repeats</li> </ul>

### PARTNERSHIPS

ACTIVITY	RESULTS EXPECTED	PERFORMANCE MEASURES
<b>Whole Foods 365</b>	10% to 20% of the targeted market segment will opt in to the program activity utilize the service at least once during their stay.	<ul style="list-style-type: none"> <li>• Direct guest feedback (intercept).</li> <li>• Comment card solicited from guest (survey)</li> <li>• Social media comments, posts, etc.</li> <li>• Partner report from coupons</li> </ul>
<b>Enterprise Good to Go</b>	Four auto renters per month identified with the Residence Inn and in the target segment will inquire and rent a vehicle each month for the period of their stay or longer.	<ul style="list-style-type: none"> <li>• Front desk will monitor referrals and query guests about their experience.</li> <li>• Front desk will segment referrals to place in the targeted segment.</li> <li>• Partner report.</li> </ul>

# CONTROL PROCEDURES (continued)

## results from each activity

PARTNERSHIPS		
ACTIVITY	RESULTS EXPECTED	PERFORMANCE MEASURES
<b>RTS Go Green</b>	The targeted segment is specifically offered the free day passes. Usage initially capped, but GM will authorize more purchases. This partnership can be a huge added value for our target audience - even those who are driving their own or company vehicles. It also supports the association of Residence Inn and Marriott with green initiatives. The program is expected to grow.	<ul style="list-style-type: none"> <li>• Direct guest feedback (intercept).</li> <li>• Direct guest queries and tracking of repeat users, highest day usage, etc.</li> <li>• Social media comments, posts, etc.</li> <li>• Official web site.</li> <li>• Measure repeats.</li> <li>• Note: guests outside the targeted segment may begin asking for this benefit.</li> </ul>
<b>Ride N Style</b>	The expectation is for the target audience to use their personally owned vehicle, RTS or a cab for movement about the city. It is important for that experience to be a good one. We expect at least 10 user-trips per month in the segment to keep the program going.	<ul style="list-style-type: none"> <li>• Front desk will monitor referrals and query guests about their experience.</li> <li>• Front desk will segment referrals to place in the targeted segment.</li> <li>• Partner report will be a critical piece.</li> <li>• Measure repeats.</li> <li>• Note: the three transport partnerships form a strong answer to guests that prefer a shuttle, the cost of which would be much more than these simple programs and may very well be more satisfactory to the target as well.</li> </ul>

Review: Our Activities Plan, Marketing Budget and Control procedures, remind us to continuously consider the Mission Re-visited (below) from page 26 of this Marketing Plan. All of activities generate experiences which can only be facilitated by a highly organized and trained, visible, and well-funded hospitality organization. These activities are some of the things that continue to set our hotel apart and minimize the encroachment of lesser entities, including those in the so-called sharing economy.

Mission Re-visited: Residence Inn is the pioneer in the extended stay segment and remains the market leader. But the challenges may not come from traditional competitors. It is too easy for visits to become routine and find our guests looking for a different experience. The challenge is to create an experience that is only available through the economies of scale of the Residence Inn and unlikely to be easily duplicated. Memorable experiences create repeat business, even in the extended stay segment.

Contingency: every new programmatic activity carries with it an element of risk. That risk may be as simple as taking too much time from staff so as they are hindered in performing their normal duties. In addition, all of the programs and partnerships are expected to undergo continuous improvement and review. This will include termination of the activity if it does not meet expectations and make a contribution to attracting and (especially) retaining our target market segment guests.

# CONTROL PROCEDURES

## progress reporting and measures

### Overview:

As we have seen, there are three intrinsic controls in the execution of this Marketing Plan: Budget, and Guest Feedback. A fourth control is the Plan Monthly summary. All work together make sure we get there.

BUDGET	GUEST FEEDBACK	PARTNER REPORTS	MONTHLY SUMMARY
A line code is created in the hotel's financial system for the Plan to facilitate progress reporting. The budget for reaching and expanding the target market segment is fixed at $\$4220/12 = \$351$ per month. Deviations (up or down) should be justified in the monthly summary. In this manner, the Sales Director and GM can easily determine where they stand on the annual budget.	The Activity matrix determines a range of performance measures built into the Plan. Those Performance Measures include such things as direct guest feedback (intercept), social media posts and repeat visits. In addition, the client should be carefully watching Web Page Analytics provided by Marriott on the hotel's website for any changes	In addition, each Activity in the Programs and Partnerships generates a Partner Report. Analytics (e.g. head counts and actual guest comments) are built into the Partner Report.	The Sales and Marketing Monthly Summary for the Plan is structured to provide a snapshot of the previous 30 days' activity. Those Monthly Summaries will also illustrate the track record of the Plan which may be referenced in the next section of the Plan, Evaluation Procedures.

### Key to Success:

We have noted in the Marketing Mix used in this Plan (page 38) includes People, Pricing, Programming, Promotion and Partnership. These five components of the 8P's of Hospitality and Travel are built into the Plan in a structural manner. The People piece of the Marketing Mix is another critical component, perhaps the most important component. Many of the staff at the Residence Inn may not immediately understand their role in achieving the goals of the Plan and there may even be some resistance. This is natural, but management must lead in embracing change. Therefore informing the associates, coaching the associates and building and maintaining a team spirit is essential to the success of this Marketing Plan. In this approach management also reminds everyone of the founding philosophy: take care of associates and they will take care of customers.

Implementation Plan  
Evaluation Procedures  
*How do we know if we got there?*



# EVALUATION PROCEDURES

## measurements - performance standards - timetable

### Overview:

- Our Measurements methodology focuses on Sales Analysis and Market Share Analysis.
- Our Performance Standards are intrinsic to the Marketing Objectives reiterated below.
- Our Plan Evaluation Timetable is determined by the end date of the Plan itself, June 30, 2017.

### Marketing Objectives (page 40)

**Objective 1:** during the next twelve months (June 30, 2016-June 30, 2017), we will measure an increase in monthly occupancy rates in the target market segment by 5%.

**Objective 2:** during the next twelve months (June 30, 2016-June 30, 2017), we will measure an increase in REVPAR attributable to longer term stays in the target market segment by 3%, resulting in \$75,000 in additional revenue.

	Sales Analysis	Market Share Analysis	Performance Standards	Timetable
<b>OBJ 1</b>		Month over month an increase in occupancy rates should be noted. More notably, for the purpose of this analysis, Residence Inn should move back into the 1st position in occupancy in the Comp Set. We target a 5% in occupancy by the target segment.	<p>The Plan is expected to become effective over time. There may not be much change (attributable to the plan) in the first month, but by the end of the first quarter (September 30, 2016) substantive increases. A deviation of 2% is acceptable.</p> <p>Standard: the expectation remains for an increase in overall occupancy from 92% to 97% driven by this Marketing Plan.</p>	Information is compiled on a monthly and quarterly basis and presented Monday, July 17, 2017.
<b>OBJ 2</b>	Substantive increases in sales should be noted, far exceeding the program and partnership costs. Annualized REVPAR should increase to \$117.00 over the period.		<p>Due to the elimination of the discount program, supplemented by Week + One, our ADR should increase. We do not have detailed client sales information that would allow an accurate portrayal of the precise figures, but it should be above \$125.00. This will put us in alignment with the national averages.</p> <p>Standard: a minimum REVPAR of \$115.00 is acceptable</p>	Information is compiled on a monthly and quarterly basis and presented Monday, July 17, 2017.

# APPENDIX

Marketing Plan Visual Presentation .....	17 pages
Handout from Visual Presentation .....	1 pages
References .....	3 pages

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