

**COSI'S HOTELS NEW MARKETING STRATEGY DEDICATED
TO MILLENNIALS GENERATION**



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Abstract

The objectives of this study were (1) to Analyze and understand what are the communication channels that the millennials are interested in, (2) to understand the consumer behavior in terms of travel preferences and expectations, especially regarding the accommodation, (3) to create a marketing strategy and plan that will fit the customer's wants and needs in order to attract them to Cosi Hotels, which would increase the profitability and success for the business.

Research methodology: Both qualitative and quantitative researches were conducted to achieve the research objectives. Semi-structured interview where used for the qualitative analysis. 3 persons within the millennials age range and from Europe, Asia and North American has been interviewed. As quantitative analysis, online survey questionnaire has been conducted. The sample size of the questionnaire was 269 respondents. SPSS software has been used to analyze and interpret the data collected via the survey.

Research findings were as follows: Majority of the respondents are Asian and European, within the age range 17 to 37 years old. As COSI is a new hotel brand the brand awareness is limited for now. Creating marketing plan for the brand is necessary for COSI in order to gain in brand awareness. It is vital for the brand.

Keywords: Qualitative and quantitative research, Interview, Communication, Marketing plan

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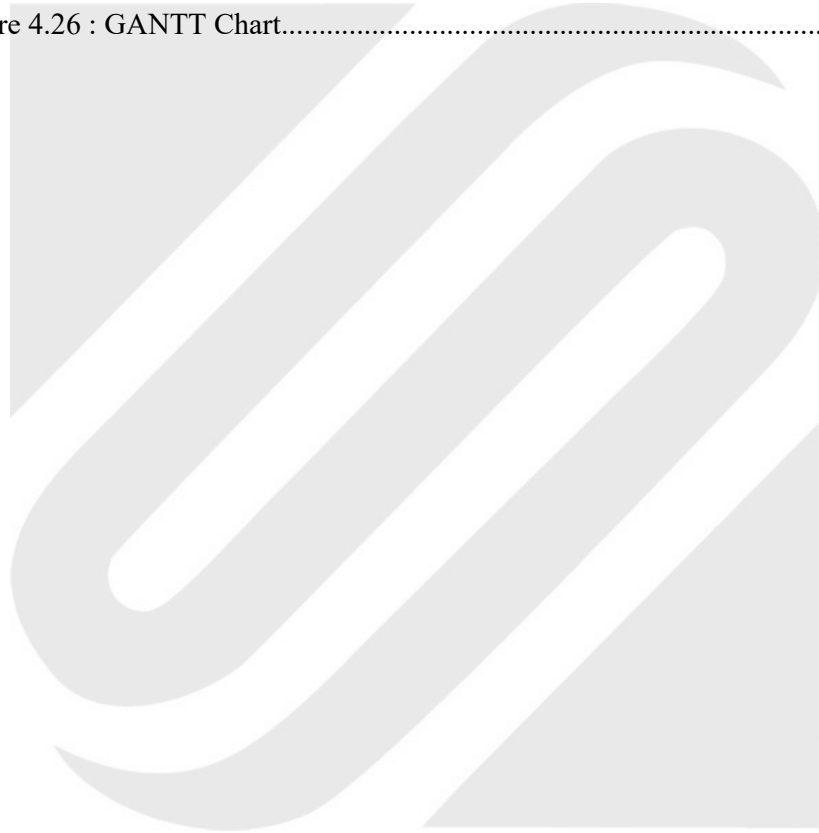
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CHAPTER 1

INTRODUCTION

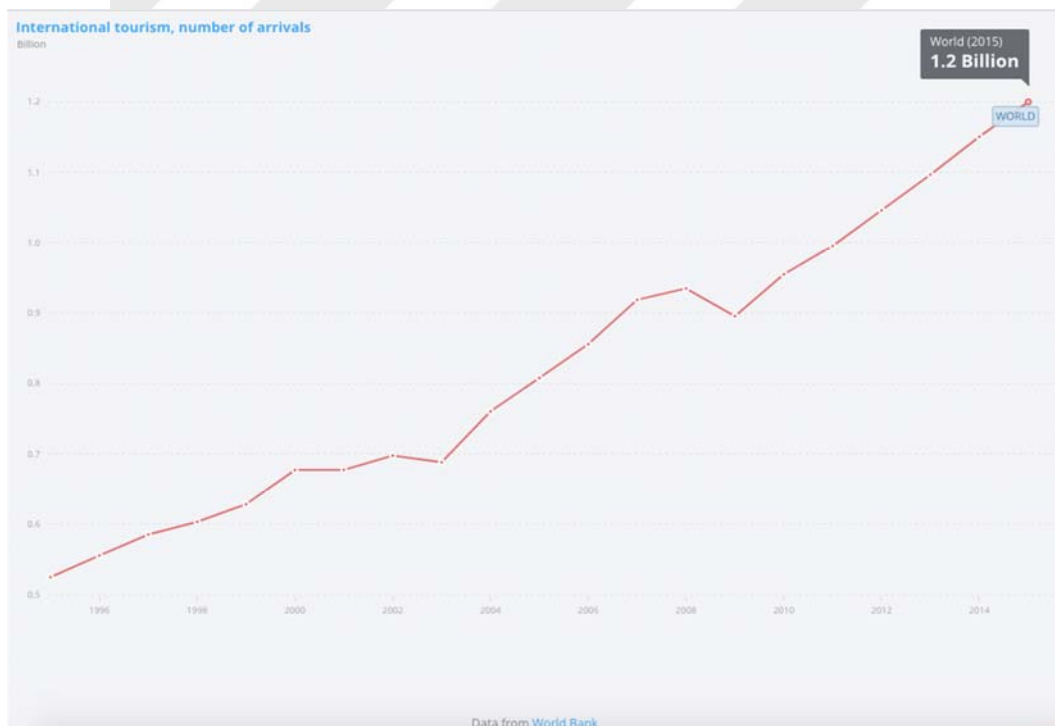
1.1 Introduction:

Tourism is considered to be one of the fastest growing industries in the world with more than 1.2 billion tourists in 2014 (The world Bank group, 2017). This number continues to increase every year.

According to Hetherington, S. in Hotel destinations Thailand (2016), Thailand is one of the most touristic country with more than 32 million tourists visiting the country in 2016. This number increased by 9% between 2015 and 2016. Tourism represented more than 15% of the Thai GDP in 2015.

Figure 1.1: Number of international tourists per year (in billion)

Source: <http://data.worldbank.org/indicator/ST.INT.ARVL> (2017)



The hospitality industry in South-East-Asia is really intense and so a lot of different actors are present in that region. From guesthouses to ultra-luxurious

hotels, the market is really complex and offers a lot of alternatives to the customer. In selected touristic areas such as Bangkok, Phuket, Ko Samui, Chiang Mai, Krabi and Pattaya more than 3,700 additional rooms have been built in order to satisfy the demand (Hetherington, S., 2016). In Thailand, the occupancy rate is around 70% per hotel (Hetherington, S.,2016), which is considered good but the competition is also really high as the number of hotels also growing every year.

As tourism in South-East Asia increasing every year, with new types of travelers, the need of new hotels with different concepts is needed in order to satisfy all types of customers and so satisfy each segment. As the competition is also really high in that particular industry, companies have to be competitive and offer new concept to the customers in order to differentiate from the others in order to create brand awareness.

Centara Hotels Group is a Thai Hotel group specialized in luxury and high-end hotels. To face the competition, they created a new hotel brand, Cosi, which will open at the end of October 2017 in Phuket. It is considered as a budget/accessible hotel in terms of price but they are tending to offer quality services and well-designed hotels for a relatively low-price. Cosi Hotel will be strategically located (city center and near main attractions). The hotel will be technology driven and totally connected in order to simplify the customer's journey. The development of Cosi hotels is dedicated to the millennials generation.

Millennial generation is considered as the generation that has been born between 1980 and 1999 even though different research give more precise birth year but we will agree on this years as they are the most common in all the research papers. (Seppanen, S., & Gualtieri, W,2012). There is actually more than 92 million people that are considered as part of the millennials generation which is the biggest generation ever, even the baby boomers are 77 Million (Goldman Sachs., 2015). This generation is now between 17 and 37 years old. They are now part of the consumption society and they spend their own money and make their own purchase decision by themselves. That's why it is important for companies and specially for hotel company to understand this generation.

1.2 Statement of Problem

Centara, as mentioned before, is a brand more specialized in high-end hotels. They are strong in this particular market and know how to sell and promote their hotels for that particular sector. Because of this, Centara brand is well known for their high-end hotels. They created Cosi in order to diversify their offer and penetrate a new market, the millennial market.

There is many research studies about consumer expectations of the millennial in terms of accommodation, but they are limited because most of them are focusing only on one of the factors such as the types of accommodation they like, or the booking channel that they're using.

This Independent Study will help Cosi choosing which direction Cosi will have to take in order to completely follow the millennial trends and be sure that their offering will reach the needs of potential consumers. This Independent Study will also highlight what the communication channels that millennials are using and understand why and how they are using these channels.

The need of this marketing plan is crucial for Cosi as it will help them understand their target market by analyzing what the important wants and needs are in terms of accommodation and related services. This will then help guide the brand to create a strategy that will work effectively for that market. It will enhance Cosi's success in terms of communication and profitability on that market.

1.3 Scope of the study

This research is based on the marketing sector and will highlight the expectations and needs of the millennial generation, including what they are looking for in terms of accommodation for their holidays. The target group of this hotel is considered as the millennial generation worldwide. This study analysis will also be conducted in order to understand the different communication channels that the millennial is using and also understand why these channels are working for them.

The scope of the study will be based on the expectations of the millennial and their behavior. Millennials people are considered as Ultra connected, hyper adaptability, are word that can define how the millennials behave. This generation is impatient and multi-tasking. They want instant information and they have no problem to share their life in the Internet. It is hard for older generation to understand and communicate with them and they behave and think differently from other people. They're born with the new technology and they know how to take profit from it (Bump, P. 2014).

This independent Study will be conducted through research, observation, worldwide online survey, and interviews of millennial consumers in order to analyze and understand their habits and their needs.

1.4 Research Objectives

The objectives of this independent study are to analyze the different communication channels that the millennial is interested in, understand why they are interested in these channels or why not and analyze their behavior in terms of accommodation for their holidays in order to create a strategy using the right communications channels. Below, the objectives of the research are listed.

- 1.1.1** Analyze and understand what are the communication channels that the millennials are interested in.
- 1.1.2** Understand the consumer behavior in terms of travel preferences and expectations, especially regarding the accommodation.
- 1.1.3** Creation of a marketing strategy and plan that will fit the customer's wants and needs in order to attract them to Cosi Hotels, which would increase the profitability and success for the business.

1.5 Research questions

Here the principal research questions of the study:

- 1.1.4 What are the communications channels that are effective to reach millennials and how they behave toward those channels?
- 1.1.5 How to plan a proper communication that meets the expectations of the millennial generation?
- 1.1.6 What are the expectations, wants, and needs of the target market for their accommodations?
- 1.1.7 Which marketing strategy will be fit and effective for the millennial generation for Cosi hotel?

1.6 Significance of the study

The research will be used as a guideline for Cosi Hotel to create the most effective marketing strategy to reach the millennial generation. It will help guide the company to develop their product with the marketing strategy that will correspond to the expectation of the target customer while implanting it through the right communication channel.

This research can also be used for hotel brand of Centara hotel group as they can use the data from the research to reach millennials for their other hotel brand. Marketers can use the data to create new products, new pricing strategies and new points of purchase.

This research can also be useful for other researchers that are searching for millennial insight or those that are interested in hospitality research or hotel marketing strategy in particular as well.

1.7 Limitations of the study

There are some limitations conducting this research:

- 1.1.8 In terms of geography and due to the time factors, data will be collected mainly in Thailand and so the result of the research might be more representative of Thailand than other nationalities or countries.

- 1.1.9** The number of respondents can be considered as too small, and so the sample of the population might not reflect the reality and can bias the research results.
- 1.1.10** The survey method will include both multiple-choice and open-ended questions. Both of these question and answer types can include some challenges and limitations. The multiple-choice questions already provide answers for the respondents while open-ended questions provide data that is difficult to combine for relevant information.
- 1.1.11** The survey will be written in English which reduce the number of respondent as many people don't understand English properly and it will limit the number of respondent
- 1.1.12** People may interpret the questions, and the different answers options differently which can create a data errors and bias the survey results
- 1.1.13** Online survey can create data error as respondent may interpret the questions and the different options differently by each respondent which

CHAPTER 2

LITERATURE REVIEWS

This chapter is considered as a review of all the different terms that will be used for this independent study. Explanations on the direction of the independent study will be given. This chapter will help understand what the topic of this study. The topics that are covered under this chapter includes:

- 2.1** Tourism and Tourist concept
- 2.2** Hotel industry and related definition
 - 2.2.1** Hotels
 - 2.2.2** Types of hotel and hotel classification
 - 2.2.3** Hotel industry in Thailand
- 2.3** Company background
- 2.4** Communication channels
 - 2.4.1** Email
 - 2.4.2** Social media
 - 2.4.3** Facebook
 - 2.4.4** Twitter
 - 2.4.5** Snapchat
 - 2.4.6** Instagram
 - 2.4.7** YouTube
- 2.5** Millennials
 - 2.5.1** How to communicate with millennials
 - 2.5.2** Communication channels dedicated to millennials
 - 2.5.3** Millennials expectations in term of travel
- 2.6** Marketing and Marketing plan
 - 2.6.1** Value Creation
 - 2.6.2** Market research
 - 2.6.3** Marketing tools

2.6.4 SWOT

2.6.5 PESTEL

2.6.6 ANSOFF

2.6.7 Marketing mix (7P)

2.6.8 Brand management

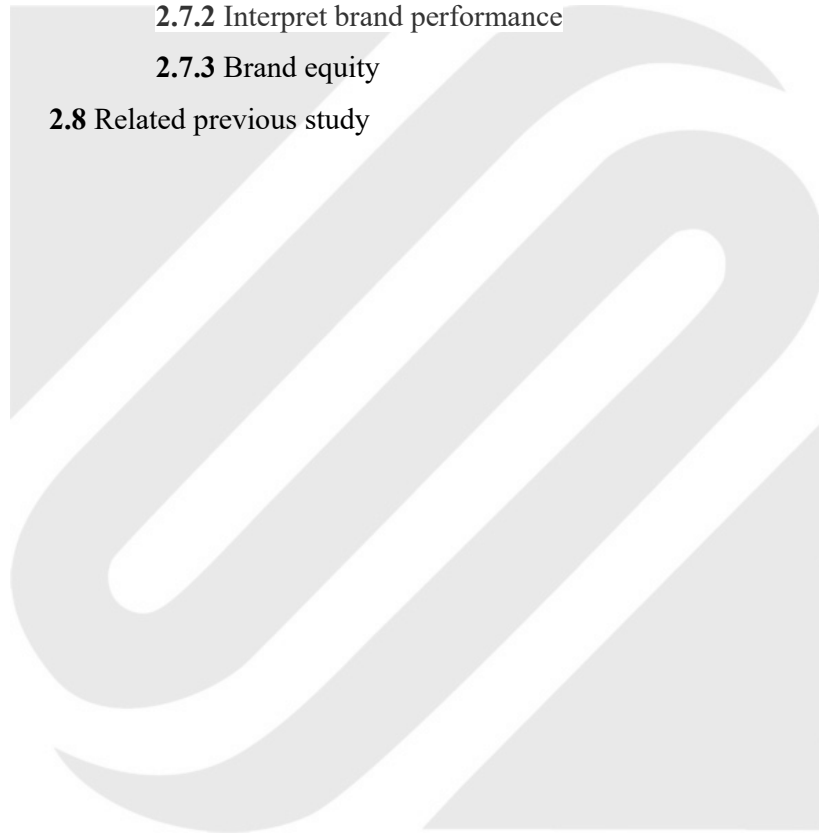
2.7 Brand Positioning and value

2.7.1 Implementing brand marketing program

2.7.2 Interpret brand performance

2.7.3 Brand equity

2.8 Related previous study



2.1 Tourism and Tourist concept

According to the Glossary of tourism terms from *the UNTWO (2014)* tourism is considered a social, cultural and also economic circumstance that affect the people moving outside of their habitual living place to a country, a region a place that is not part of their usual environment. Business and personal travel are considered to be tourism. It englobes all the activities from the moment people leave their place until they come back.

Thus, tourists are described as the people who are leaving their habitual environment for a specific period of time. They are called tourist, excursionist, ... (Glossary of tourism terms, UNTWO, 2014).

According to Khaki, K. R. (2006), traveling away from his own place has different sources of motivation but the most common one is to travel for business and pleasure. It states tourists are motivated to travel because they are greedy to discover new cultural and educational ways of living. It also shows they are willing to change their mind and get away from their everyday life. Some examples can include visiting family or in some other instances their motivation to travel can be the weather in order to skip a season or doing sports that they normally cannot do in their habitual life.

Tourism groups all the activities and is considered as a full economy and is a part of today's world economy (Andrews, S. 2007).

2.2 Hotel industry and related definition

This part will describe generic terms that are related to the sector of activity of this independent study.

2.2.1 Hotels

A hotel is considered as a building that was made to receive travelers in order to offer them a place to sleep when they are away from their house. This industry has been wrought through the years. Major influencers that affected the hotel industry are the expansion of the different means of transportation, the social patterns and the emergence of the paid vacation and the economic climate in the world (Jones, P., & Lockwood, A. 2002).

There are two main different types of hotels, the hotel chains and the private owned hotels. Chain hotels became famous from the year 1920. Chain hotels bring an expertise, the technology and the marketing. They know and understand the market and they are stronger than the private owner hotels. Hotels can be classified in terms of quality standards and by category (Andrews, S. 2007).

2.2.2 Types of hotel and hotel classification

According to Andrews, S. (2007), it is possible to distinguish the types of hotel by two features. These features are the quality of the hotel and the type of hotel. Considering the tourism industry, the following is a non-exhaustive list of hotel types:

- Airport hotels are considered as the hotels that are located near airports
- Bed and Breakfast are generally family owned hotels that propose only a place to sleep and breakfast, it is well-known in Europe
- Budget hotels are designed as cost-efficient hotels, the notion of budget hotel is relatively new
- Resorts are generally found next to highly touristic areas. They are considered as really seasonal as their frequentation depends on the touristic season. They propose extra amenities such as swimming pools and high-quality restaurants
- Destination hotels are hotels that are focusing on the area and the places in which they are located where they can propose scenic views, (E.G hotel next to Taj Mahal);

This list is giving some examples of the different hotel categories that exist.

Hotel classifications are made according to the quality of the overall services proposed by the structure. The most common classification worldwide are the stars. Ratings are made regarding the food services, the size of the room, the amenities (SPA, fitness room,), and the location (Khan, F., Dr. 2012).

Furthermore, there is no international standard rating. Although the most common use is the rating scale, the number of stars does not have the same requirements from one country to another. In Europe, the most common rating scale is as follows: (*) Considered as tourist hotels, (**) considered as standard hotels, (***) First class and Luxus hotels, above the (****) hotels are considered as luxurious hotels that meet international expectations. It is hard to really understand the variation of rating throughout the world. In France, for example, it is another rating scale that is delivered by a French organism. This regulation is just an indicator for tourists to book their accommodation. Another example of the difference can be seen by hotels in Dubai where they have their own rating star scales allowing the famous Burj Al Arab proclaim itself as a (*****) hotel, going higher than every other hotel in the world (Khan, F., Dr. 2012 & Jobs, S. 2017).

2.2.3 Hotel industry in Thailand

Tourism is a big part of the Thai economy. According to Hetherington S. (2016), the number of international visitor arrival had been increased by more than 14 million arrivals going from 15.9 million tourists in 2010 to 29.9 million in 2015. The most touristic areas in Thailand are Bangkok, Pattaya, Ko Samui, Krabi, Phuket and Chiang Mai.

In 2015 the hotel occupancy rates are averaging around 76% which is considered really high for hotels, to compare in the USA the occupancy rate is around 60% (Grant Thornton. 2016 & Statista. 2017).

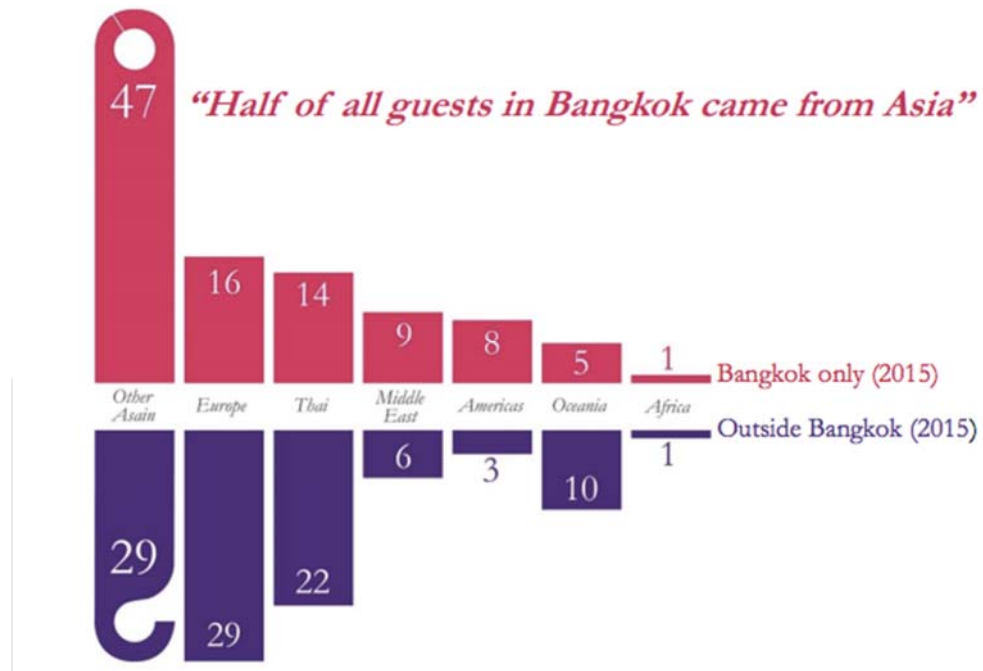


Figure 2.1: Nationality of tourist coming into Thailand (in %)

Source: Grant Thornton. (2016). Thailand: Hotel survey 2016

This figure shows us the nationality of the tourist coming into Thailand separated into two categories, tourist in Bangkok and outside Bangkok. Generally speaking the two most important nationalities that are visiting Thailand are from other Asian country and the second one people from Europe. Regarding this information, it is interesting as it will give direction regarding the target market (Grant Thornton. 2016).

Tourist are coming to Thailand because they're looking into living a new experience. One of the important criteria is that they're looking for price before everything. Indeed, Thailand compared to other countries is really competitive in term of price and quality standard. Thailand also offer a diversity of activities and landscape which attract tourist as they can mix a city trip and Bangkok and then relaxing in Ko Samui for examples.

According to Green, M. (2004) the Tourism Authority of Thailand (TAT) are repositioning their marketing in order to attract more high-class tourism and make tourist increase their spending inside the kingdom.

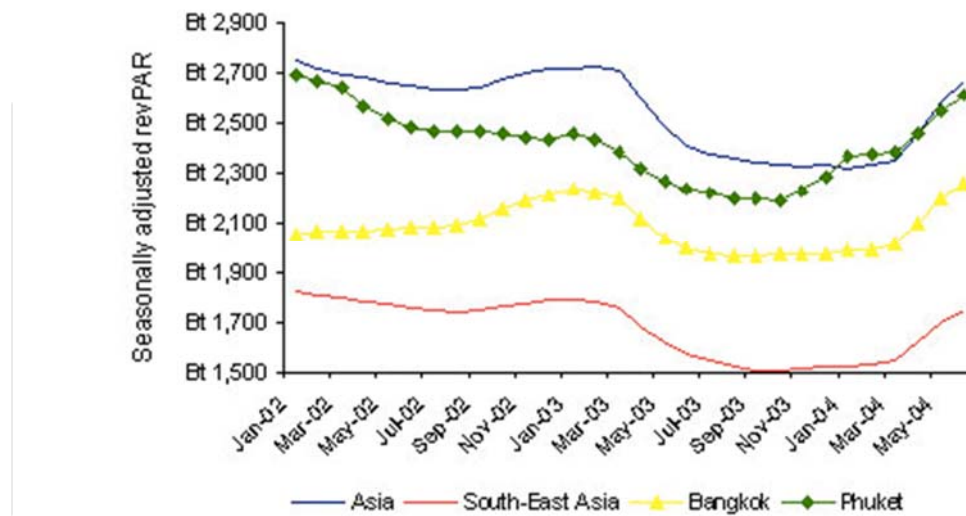


Figure 2.2: REVPAR Performance of Bangkok and Phuket VS Asia and South-East Asia

Source: Green, M. (2004, September 9). Focus on Thailand | Hotel Industry Continues to Attract Interest | Deloitte Reports.

REVPAR is considered as the revenue per room, in this graph Bangkok and Phuket are slightly lower than the REVPAR of the overall ASIA but higher than the South-East Asia which means that Bangkok and Phuket have a high revenue per room and so are profitable which is interesting for investor. The REVPAR is good indicator to understand how profitable hotel industry in the region is (Green, M. 2004).

In 2017 in most of international Thai airports the number of tourist has surpassed the capacity. For Suvarnabhumi the maximum capacity of the airport is 45 million of people per year. They are actually waiting more than 59 million of tourist between January and September 2017 which is more than the capacity. This increasing numbers resulted in long line and tourist missing their flights.

This shows that Thailand has to renew these infrastructures in order to propose a higher quality of service and welcome more tourists without any congestion. This year (in 2017) it is the first year that Thailand didn't face a lower number of tourists arriving into the kingdom during what we called before the low season. In fact, the number of tourists didn't go down for the low season of this year. Every month more and more tourists are arriving in the kingdom which creates a lot of opportunity for the hotel industry (Chavent, E. 2017 & ThailandFR. 2017).

2.3 Company Background

The purpose of this will be the development of a marketing plan for the new hotel brand of the Centara Hotel & Resorts Group, Cosi. Centara Hotel Group is one of the most important hotel groups in Thailand. They have been in existence since 1940 and they are focusing their hotel activity in being a luxurious hotel with a high-quality service.

In 2009, they opened their first hotel outside of Thailand in Maldives and they are now present in four countries in South East Asia. They are also looking to expand into new destinations in Asia and in the Middle East. Centara owns 66 hotels (36 that are open now, and 30 that are under development).

The group is composed of six different hotel brands, including the following:

- Centara Grand, the most luxurious brand of the group, consists of 5 stars hotels
- Centara, regrouping all the 4-star accommodations of the group including hotels, resorts and bedroom suites/ apart-hotel
- Centara Boutique Collection
- Centra by Centara, for the 3-star hotels. This brand is focusing on the middle-income customers.

- Cosi, the new brand of Centara created for budget travelers

Cosi is the most recent hotel brand owned by Centara. They will open their first hotel in Phuket in October 2017. Cosi is considered as a budget hotel in terms of price but they are tending to propose quality services and well-designed hotels for a low price. Cosi's concept is based on 7 points. These points are convenient location, efficient check-in/out, great sleep by proposing a comfortable mattress, free breakfast, great showers, smoke free hotels and savvy customers that are looking for a great location (city center and near the main attractions), quality infrastructures for a great price, Privacy and safety. Cosi wants to simplify all the steps of the journey for their customers. They are focusing on 5 touch points:

- Arrival, a recognizable entrance and comfy lobby
- Check-in, possibility to use online check-in or self-check-in directly at the hotel
- Room, stylized room with all the facilities that the customer will need (TV, comfortable bed, Wi-Fi, desk and chair,)
- Facilities, A 24h lounge café and an on-the-go shop that will sell all the amenities
- Check-out, Easy as the check-in through self-serve kiosk Cosi wants to create a new idea of budget hotel by selling their room at a low price without compromising the well-being of the customer.

Cosi hotel brand is following the trend of the millennials generation by simplifying all the steps from the reservation to the check-in. Everything is intuitive and connected. They are launching this new brand in order to attract this particular target customer. From an interview with the company, they shared they already conducted research to know that they are making this hotel specially to attract the millennials generation.

Information Channel	Information Richness
Face-to-face conversation	High
Videoconferencing	High
Telephone conversation	High
E-mails	Medium
Handheld devices	Medium
Blogs	Medium
Written letters and memos	Medium
Formal written documents	Low
Spreadsheets	Low

They also created this brand in order to differentiate their brand Cosi. The hotel wants to create a new idea of budget hotel by selling their rooms at a low price without compromising the well-being of the customer (COSI WEBSITE, 2017 & About Centara Hotels & Resorts, 2017).

2.4 Communication channels

In communications, we have the transmitter. The transmitter can be considered as the one who has a message and wants to share it. This message is made to go to the receiver, the one who the message is addressed to. We will now see how the message will go from the transmitter to the receiver.

As stated by Carpenter, M. A., Bauer, T., Erdogan, B., & Short, J. (2010) communication channels group all of the different routes to transmit a message. These different routes will affect how the receiver understands the message. The richness of the information varies in function of the channel used.

Figure 2.3: Information richness regarding the communication channel

Source: Carpenter, M. A., Bauer, T., Erdogan, B., & Short, J. (2010)

From this figure, we have a clear understanding of how the communication channels affect the message and the information that are shared initially, depending on the channel. These are the classical communication channels that exist inside a workplace for example (Carpenter, M. A., Bauer, T., Erdogan, B., & Short, J. 2010).

The number of communication channels has been highly increasing for the last 20 years due to the internet and the appearance of new ways of communicating, for examples social media. According to Sealey, D. (2017) each communication has its own utilities and its own specialties. It is important to have a clear understanding of the channel you will use in order to use it correctly. Research about consumers and their habits is the key to select the correct channels. As stated before the number of channels is getting bigger every year and that is why it is not possible to communicate only through one channel but through different channels. This process is described as multi-channel communication and is the key of today's communication (Rouse, M. 2015).

2.4.1 Email

E-mail can be considered as not a good communication for millennials but it depends on what you want to communicate through it. For millennials Email is something reserved for serious stuff, like administrative papers. Email isn't considered as fun as the social media can be. It is proven that millennials check more often their social media profile than emails (Henson, R. 2016).

As stated by Dille, S. (2015) email can be considered as the primary social media. Today 51% of the email are open though a smartphone, it shows that the email is a part of the everyday life of the customer. That's why Email have to be really considered in order to communicate to the millennials generation. To communicate properly through email there is different rules to respect. Send responsive email and make sure that all the information is completely readable through a smartphone. Customization, millennials are really sensitive to that. If you send personalized content they will feel closer to your brand (Dille, S. 2015). According to Dile, S. (2015) and Henson, R. (2016), emails are really important and can't be forgotten in order to make a powerful communication but it is just a

start you have to make them share your email, create content that will appeal them to go to your website. Email is just a part of a full communication to millennials.

2.4.2 Social media

To define social media, it is a recent concept that is linked to the new technology. Social media has been very famous with the expansion of internet and smartphone. Social media can be considered as new way to communicate in real time through a specific platform. Communication on social media is direct with no filters, one of the biggest difference between social media and traditional communication channels it's that it is the user that us creating the content. Transparency in the post are one of the component of social media (Pătrut, B., Pătrut, M., & Cmeciu, C. 2013). Social media is part of the living style of the millennials. They're doing everything though it. They communicate with friends and family, they're searching information, they're looking for news, ...

As stated by Rosenstiel, T., Sonderman, J., & Tompson, T. (2015), for a marketer it's really important to understand how to use social media in order to attract customers. Millennials are usually using more than 2 different social media. Social media has totally changed the world and the way people communicate. It is much more than just connect people each other. Even though millennials are complaining about the fact that social media give fake information and also too much information, they are still using it every day as it is a part of their habits and they can't go against it.

Now that the social media notion is clear, let's present the major social media in which on millennials believe in. According to Nandi, A. (2017), Majors millennials social media are Facebook, Twitter, Instagram, Snapchat and YouTube. Pinterest, Google + are not really considered as relevant for millennials (Nandi, A. 2017).

2.4.3 Facebook

Facebook has been created in 2004 by Mark Zuckerberg; At this time, it was called “The Facebook” and it was totally different than the actual Facebook. At the beginning, it was just available for university to connect people from the same university together. Rapidly the Facebook phenomena got bigger and bigger. New features had been added regularly in order to improve the users experience. “The Facebook” was just made to connect people between them. The success has been immediate and Facebook had rapidly been the most use social media ever (Phillips, S. 2007). Facebook have now more than 2 billion of user worldwide which makes it the biggest social media. They double their size between 2012 and 2017 which show the rapid expansion (Ingram, D. 2017).

Let’s now talk about the millennials and Facebook, as mentioned before we know that millennials are using more than one social media but it has been shown that 88% of the millennials are getting their news everyday even though they don’t really like Facebook anymore (Rosenstiel, T., Sonderman, J., & Tompson, T. 2015). Facebook feeds is full of information from everywhere and customer can be lost in between all the different posts. Marketers have to focus on quality post more than quantity in order to attract the millennials generation. As they’re checking their feeds several times a day, we could think it is better to post several posts during the same day but according to Handley, A. (2015), focusing on the quality and on the customers, will be beneficial for the company. Using Facebook tools in order to target specific customers is also a component that will make communication better. As previously mentioned millennials like to be part of a community, as Facebook propose the group or fan page function, use it in order to create a community towards your brand. Make interacting your followers by letting them answer questions of others, use them as brand ambassadors of your product and it that way Facebook communication will get really effective for millennials (Handley, A. 2015).

2.4.4 Twitter

According to Nations, D. (2016), twitter can be considered a mini blog which mean that twitter is used for quick updates with a very limited number of characters, 250 per posts for twitter. It can be considered as a blog but for people who don't want to create one. It is also used as an instant social messaging system. Undeniably twitter is new to communicate news. People are going to twitter to know what's happens in the world in real time. People will get the information in live, can be considered as CNN or fox news with no filters (Nations, D. 2016). 328 million of people use twitter every month as shown by Statista (2017). It is also important to mentioned that even though all the generation are present on twitter, Millennials are representing half of the traffic on twitter and it's important to see that 58% of the youngest millennials are using twitter daily when only 48 of the oldest part of the millennials are using twitter.

To know how to use Twitter to communicate properly to millennials, it is important to understand how and why they use Twitter. It has been shown that 33% of the millennials in the UK are using twitter to post and look for news, and also more than 30% of brand mention are based on food and drink. It is important for food and beverages company to be present on Twitter (Lazar, R. M. 2016). As shown by PewResearchCenter. (2010), millennials represent half of the traffic on twitter and it is interesting to see that twitter is most used for millennials that are in college than the younger one (PewResearchCenter). 2010).

Impossible to talk about twitter without mentioning on of the key point of twitter. adding the # sign before a word will create a link on this word, that's what we called the hashtag. It will link all the post who have this same # and will make them in one single link. Utility of the hashtag is to regroup the post that have the same idea/meaning into the same place. It is very useful if you want to search an information about a specific topic you just type your word and the # sign and you'll found all the post related to this (Hiscott, R. 2013).

As stated by Vodicka, G., & Fromm, S. (n.d.), twitter has been created in a way that everybody using this social media is at the same level. There are no priorities on the post or else if you are a giant company or just a beginner on twitter. One of the most important in Twitter is to create a message and a voice

that will resonate to millennials. The message has to engaged the consumer and so the challenge of twitter is that as mentioned before the number of characters is limited and so companies have to create this interaction even with this constraint. The dialogue in between the company and the followers is really important, involve your follower to answer your other followers. That will create a community towards your brand and so millennials will feel part of your brand and they will share the knowledge an information of your brand. Successful twitter communication will have to involve the customer through the post and through the brand. Company have to make the followers involve into the brand and attract them to go to their official website or blog in order to make them buy the product (Vodicka, G., & Fromm, S. n.d.& Lazar, R. M. 2016). Using the hashtag will be beneficial for company in their twitter communication as it will allow them to select where they want their post to be seen. They just have to make the hashtag which is in linked with their product and people who will search for this topic will see this post. It is really effective and smart to use for millennials as they are the generation that use the most the hashtags (Hiscott, R. 2013).

Twitter Is also used as a tool of interaction between TV shows and millennials themselves. The number of tweet increase each time there is a famous show on TV. It's important for the brand to create a strategic advertising at that time so your brand will be seen and shared through twitter (Lazar, R. M. 2016).

2.4.5 Snapchat

Snapchat or the revolution in social media. It has been created in 2011 and at this time the app was just made to take a picture that you can send to another user and this photo will disappear after a certain amount of time that the sender has selected. In 2012, they add the video features which mean the possibility to send photo and video. Same principle video disappear after the video has ended. That's when snapchat started being bigger. They launched the video in May 2012, they launched the app for android in October 2012 and in December there was already more than 50 million of snaps sent per day (Benzene, S. 2017).

Another Snapchat revolution the creation of snapchat stories. The news is that now you can post something that all people that added you as a contact can see during 24h. There is still the notion of disappearing but it stays longer. It really made snapchat getting bigger as people and especially millennials loved the fact that you can share something for a short period of time to all your friends. This story has opened a new way to communicate and has been really interesting for marketers. Snapchat have also a “Discover” part which is a feature that will allow snap users to get exclusive news from specific magazines or website, such as Daily Mail, MTV, Cosmopolitan or Even CNN. With this Snapchat can be used as a source of information and millennials really like that part of the app as it is interactive and it sticks to the fact that they are more sensitive to video than reading (Moreau, E. 2017).

150 millions of people are using Snapchat daily, 73% are millennials, it's a big opportunity to reach millennials. First step to reach millennials on snapchat is to make millennials add the snapchat account. How? by making them believe that if they add you they will be considered as privileged. Millennials by adding you on snap will wait special update and discount and they are looking into more intimacy between the brand and them. Also, to make your brand famous on snapchat you'll have to create some ads on other social media that will invite people to add you on their snapchat account. Another key point of using snapchat for millennials is that companies have to understand that snapchat has his own language and his own way to communicate (stickers, filters, drawing...) and it's important to follow the snapchat trend that are evolving every day. Following this trend will make the account up to date and so millennials will feel that the brand follows them (Nussey, V. 2016).

According to Perlberg, S. (2016), another way to reach millennials through snapchat is to sponsor geofilters, for a special event (for example fashion week and Yves Saint Laurent). It is also relevant to place ads in between the stories of the users but they might feel that the brand is too intrusive as the ad will be shown in between of two stories. Ads through discover is also a good way to reach them especially. Therefore, advantages with discover is that there are different sources of information and each discover part is in link with a center of

interest. Advertising through discover will allow the brand to advertise to a target market and be precise (Nussey, V. 2016 & Moreau, E. 2017).

2.4.6 Instagram

Instagram is a social media that cannot be bypassed. It is part of Instagram is a sharing app the everyday life of millennials. Indeed, it has been launched the 6th October 2010 and 2 months after the number of Instagram users had reached 1 million. At the beginning Instagram app was only available through Apple smartphones and they launched their android version in 2012. Today Instagram count more than 150 million monthly users, with more than 55 million of photos posted per day (Desreumaux, G. 2014). Difference between Instagram and other typical social media is that it is only available through your smartphone, they have a website where you can see your feed but you cannot share anything from your computer it's everything about sharing through smartphones (Moreau, E. 2017). Instagram adds new features regularly in order to keep the app up to date, famous features that they add are the filters and the live stories.

As stated by Moreau, E. (2017), Instagram is a social networking app in which one users share photos and videos from their smartphone. Similar to other social media you have a profile and news feed where you can see post posted by people you follow. The principles are simple you take a photo or a video with your smartphone and you share it directly through the App. Instagram is just about sharing what you live in real time. Instagram has bee, famous for the filters that you can add to your picture in order to beautify your posts (Desreumaux, G. 2014). Another feature that made Instagram famous really fast; In August 2016, they launch they own stories system as the snapchat stories. It has been a success because all Instagram users go the opportunity to create their own story. (E.G see on the snapchat part to know what's a story). Stories broke the image of Instagram where everything is perfect as with the story people can show the "behind the scene" of an Instagram post or share their everyday life. The number of stories reached 150 million of daily users and people preferred Instagram stories than

using snapchat as now sharing pictures and the stories are combines in only on app (Constine, J. 2017).

Let's now understand how to communicate effectively through Instagram. According to Fuscaldo, D. (2017), Instagram is currently by more than 59% of the millennials are actives users on the social media, is it so a big proportion of the millennials that are used to this media and it can create big opportunities for companies.

According to Clasen, A. (2015) and the result of a survey conducted by Facebook (owner of Instagram) Instagram has been so huge because millennials are more sensitive to image rather than text. They're looking into nice photography or video that will attract them and make them interested to the product. Exactly the point of Instagram, sharing nice moment through image. Understanding these facts now to communicate properly in this platform companies have to be clear and concise in their bio and their posts, uses of relevant Hashtag (#), such as Facebook make your community being part of your brand by creating interactive post, contest. Use the picture of your fan to share them through your account it will make your communication more realistic (Clasen, A. 2015).

2.4.7 YouTube

To reach millennials it is necessary to understand the importance of YouTube. YouTube is a society that is part of Google and so it is connected to all the other google account. The company has been founded in 2005 and is now literally the most popular streaming video website. You do no need an account to watch video on YouTube it's an open platform where everyone one can access with an internet connection.

The principle is simple people can upload video of any subject and then everybody can see the video. Video can be found by using

keyword, by categories, YouTube suggestions, and ranking. You can found video for everything you need on YouTube starting from make-up tutorial to advertising for a brand (Boswell, W. 2017).

According to the last YouTube report (YouTube official website) there are more than 1 billion of YouTube users and more than the half number of view are from mobile users. It is interesting to see that that YouTube have more influence in the US than any of the official TV channel. Thus, as stated by Arnold, A. (2017), YouTube and outburst, are more powerful than traditional stars and media. It has been verified by the fact that millennials are not tending to watch TV anymore. Indeed, a survey conducted by Defy Media to know how YouTube influenced millennials showed that more than 60% of the respondent felt more influenced into buying a product from YouTube than from TV or from a traditional media (Spangler, T. 2015). What YouTube so much successful is that there is famous Youtuber who creates a full community. Youtuber created a relationship in between them and the viewers. By watching and following a youtubers, viewers feel part of the youtubers community. The proximity between viewers and youtubers is a key point to understand why YouTube is so powerful. The interaction in between the community is really high through the comments of the videos. YouTube now creates the trend of what's working or no (Arnold, A. 2017).

Understanding the important of YouTube for millennials, there is now rules to respect to reach millennials through this platform. There is different way to communicate and promote a product through YouTube, making video directly on YouTube, using YouTube ad, or using a Youtuber to promote the product (DeMers, J. 2015).

If decided to create a video about a product, it have to be clear and go straight to the point. Millennials like short video, in which we understand what is it about. Depending on the product but create a story about the product. In term of referencing to make video works be sure to use keyword in link with the video, share the video through all social media. Invite viewer to go the website of the product in order to buy, YouTube is considered as a redirection platform. Make sure to answer the comment and make viewers involved in the comment. As mentioned before interaction is really important for millennials and that's what they like about YouTube. Successful videos are generally the simplest video with a good quality and a clear message (Camusio, Z. 2011).

YouTube ads are considered as the ads that shows up before or during the video. Following DeMers, J. (2015), ad through YouTube ads have to be concise and as they are really short and that viewer decide to watch or no the ad after a certain time of watching this ad have to be really interesting and make sure that the audience will be captivated to watch the full ads in the 5 first seconds. If the message is not assimilated during the first 5 second the ad will result to a fail.

Use Youtuber as a brand ambassador of the brand. The use of youtubers in marketing has been very popular. In fact, as said before millennials believe more in youtubers than in traditional star. It's an opportunity for marketers as they can use them to promote their product by asking them to talk about them in their video by sending them the product and pay them or not to talk about the product. This technic can be considered as controversial now as it has been over used and people start feeling scammed and start not trusting the youtubers anymore. If a company use this technic they have to make sure to not over use it in order to not overcharge YouTube with their product. Using this method require also that your product and the Youtuber share the same value and so the product will fit the youtubers image (Keightley, C. J. 2015).

2.5 Millennials

Objectives of this study are to analyze and understand what are the communication channels that the millennials are interested in; the second one is to understand the consumer behavior in terms of travel preferences and expectations, especially regarding the accommodation and the last one is the creation of a marketing strategy that will fit the consumer's wants and needs in order to attract them to Cosi Hotels, which would increase the profitability for the business. In this part, we will analyze the different expectations regarding millennials to answers these objectives.

Referring to the millennial generation, Seppanen, S., & Gualtieri, W. (2012) states they are considered as the people born between 1980 and 1999. Generationally speaking they are the children of the baby boomers

This generation that we can also call “generation Y” is actually the most diverse generation, racially and ethnically speaking. More than 59% are Caucasian, 18.5% Hispanic, 14.5% Afro-American, 4.3% Asian, and 3.2% are mixed race (McCrea, B. 2011). As mentioned by Morgan, M. K. (2016), The age difference between the first and the last millennials is really high, more than 20 years different between the first and the last millennials.

In addition to the origin and the age differences, millennials have specific features. One of the most important ones coming from this change is new technology. New technology is a complete part of this generation’s way of life. They were born and grew up with it allowing them to learn how to use it with the flow. Some other traits of this generation are that they are multi-tasking and they do not like to be static or to not be doing anything. As stated by Lydia Abbot (2013), people from this generation are generally easily distracted. This distraction can come from social media or the many different pieces of technology they can use anytime. Recognition and gratification are also important and a key part in motivating this generation. Collaborating with others is part of their habits and that is why they like being part of a community in order to collaborate (Lydia Abbot 2013). One of the bad traits of this generation according to Attman, S. R. (2014) is the fact that millennials don’t like being static. They are impatient and it can cause differences between other generations due to the fact the other generations are less impatient. Millennials want everything the fastest way possible and when they want it (Attman, S. R. 2014).

2.5.1 How to communicate with millennials

In order to have a good communication strategies there are 5 key points. The first point is mobile communication. More than 85% of people aged between 15 and 35 years own their own smartphones worldwide (Smith, A., 2015, April 01). The millennial generation uses smartphones to communicate with their loved-ones, to stay updated on the news, pop culture and their centers of interest. The second is the support immersion as this generation is willing to share experiences online with others. They are sensitive to new online experiences,

where they can interact with the company. They are the opposite of all the other generations because they are willing to share everything, especially if it can bring them advantages. They are very reactive to participative marketing. Transparency is also very important for this generation because they like to know as many details as they can in order to be sure of what they are consuming. In addition, and according to McCrea, B. (2011), marketers have to make sure that their product is unique and communicate about this product and the added value coming from the product.

Targeting through experience, rather than through group age, was made before targeting have to be made about the style and what is the product and use online Internet to reach the audience. Use of Evangelism marketing as a leverage for the product/brand. Millennials identify themselves with what they consume. They love talking about their products. If a millennial love what you're selling to him, he will promote the product around him, through social media (Kaplan, J., 2015, July 16).

2.5.2 Communication channels dedicated to millennials

As mentioned before millennials are a generation ultra-connected with new way to interact between each other and between them and a brand. To communicate properly it is important to understand that the same message won't resonate the same way for all the millennials (Morgan, M. K. 2016).

Millennials are sensitive to communication through the Internet and social media. Focusing on traditional media won't attract them to buy your services. As mentioned before Internet is part of their life and so communicate through internet and through social media is the most important in order to attire them. Let's analyze the different communication channel in which millennials are interested to. That's why this study will mainly focus on communication through social media and internet and not into the traditional communication tools.

Focusing on millennials and the communication channels that they are interested in will mainly focus on the different communication channels that are

available through Internet and through mobile. All the communication channels dedicated to millennials are explained in previous part.

2.5.3 Millennials expectations in term of travel

Let's have a look into millennials preferences in terms travel preference and habits. In terms of travel millennials are a generation that are travelling a lot. It is due the expansion of Airline company offering cheaper price and more route than previously. Airline are really important to understand how millennials are travelling. Millennials are born in the period when airline were expanding their route and low their price. Another factor is that now plane increasing their speed and so to reach the destination it is going faster than 35 years ago which encouraged people travelling by plane. These factors encouraged travel and so millennials have the habits to travel since they are really young ad now airplane had been a common means of transportation. In the recent year there is a new turn in the way to travel for airline companies. In fact, before budget airline where focusing their activities on short to medium routes. Now on airlines such as Norwegian, Wow Air, or French Blue. These companies are offering long haul flight with low cost price which make increase millennials to travel on long distance and it opens opportunities for the hospitality industry (Chen, L., & Pawlikowski, H. 2015).

According to a survey conducted by the American Society of travel agent and based on 1500 respondents, 80% of millennials mentioned that they had around 2.38 weeks of vacation when the older generation mentioned to take only 1.65 weeks which means than in general millennials are taking more than 30% of vacation then the other generation. The difference in term of vacation between millennials and other generation is that for them holidays are necessary where other generations see it as a reward. The reason mentioned by millennials why they are willing to travel is first to relax and have good time with family or close friend and then in third position they are looking for visiting or discover the country they are traveling. It shows that they are searching for accommodation

that have easy access to the public transportation, centrally located and from where they can visit around easily (Bair, D., & Wright, P. 2017).

Regarding how they are booking their trips, as previously explained millennials are ultra-connected and of course it's applying regarding their holidays. They are willing to reserve everything online until they face an issue by booking everything by themselves. Observations had proved that millennials will go reserve to a traditional travel agency when they're facing a problem regarding their reservation online or when they need advice for a specific destination. A Chase Card service survey results that millennials are looking more than other generation the reviews of the accommodation that they will reserve, even the older generation are looking at it too; reviews are more than important for millennials. This survey concludes that more than 55% of millennials are willing to meet new people in their accommodation, more than 40% are looking into social media to get review and idea before booking their holidays. Another important point to understand is that millennials (more than 97%) will post on social media photos, video of their holidays in order to share to their followers (family, friends...), and the same survey showed that more than 70% of them will once a day post something on social media. Understanding these factors, we understand that being present on all online platform for accommodation is really important as it is where millennials are looking into for their holidays. Millennials will also look on the cheaper price comparing all the different way of booking, (through online travel agencies, companies' website, ...) so it is important to propose the same price on all booking channels in order to not confuse them as they will go look through all the booking possibilities (Goldberg, B. 2014 & Bair, D., & Wright, P. 2017).

Regarding accommodation this generation will look for three components when they are looking for holidays. The 3 components are the experience that will get with the accommodation, they are looking into a "connected" hotel that will propose digital services such as free Wi-Fi in all the hotel, or a possibility to check-in directly through their smartphones. They also wait from the accommodation to find information it on social media. That is why it is important

for hotels to have a presence on social media and post relevant content regularly and share customers experiences (Eng, D. 2016 & Goldberg, B. 2014).

Traditional hotels are not answering the expectation of millennials, they don't look into hotel like before they don't want a reception with 10 employees, they want to be efficient in all aspect of their journey. Big brands such as Marriot and Hilton created new hotel to propose new product that will potentially attract this generation. These new hotels are all proposing lower price than their parents company and all proposing an online experience with free Wi-Fi, check-in online or through self-check-in kiosk. These hotels are focusing on the experience that they will provide to the customer. Aloft hotels base their brand on the experience and what they offer comparing the competitors. They propose "Hangover kit", phone charger or funny menu based on emoji's'. All these added products will attract millennials as they will get sensitive to this because all of these added features will enhance their experience. Millennials have new expectation on all aspects of the accommodation even for the food service of the hotels. They are not waiting a typical restaurant but want for a food service that is available 24h/7 like a mini mart inside of the accommodation in order to suit their needs when they want. All of these efforts from all the hotels brand are made with the focus on millennials (Eng, D. 2016).

2.6 Marketing and Marketing plan

Marketing is considered as the process in which customers are getting interested in a product or a service. Marketing actions can include all the actions from the researching process to the distribution of the product. It is carried out to attract consumers and also make consumer buy your product (Ward, S. 2017, July 21). The marketing process also consists of building a relationship between the customer and the company while creating the value for customers from the brand. Marketing groups all the different forms of communication from traditional advertising channels to digital communication. Customers are the center focus of marketing because before making any marketing decisions or plans, companies need to identify who their consumer are in order to propose marketing that will stick in their minds and attract them to the company or product (Armstrong, G., & Kotler, P. 2015). As stated by McDonald, M., & Wilson, H. 2016) to success in businesses marketing, marketing is one of the major contributor in this success. Below the figure of business success. Customer is the center of any business and we can observe that around the customer there is 4 different features that link in between each other and marketing is one of this feature (McDonald, M., & Wilson, H. 2016).

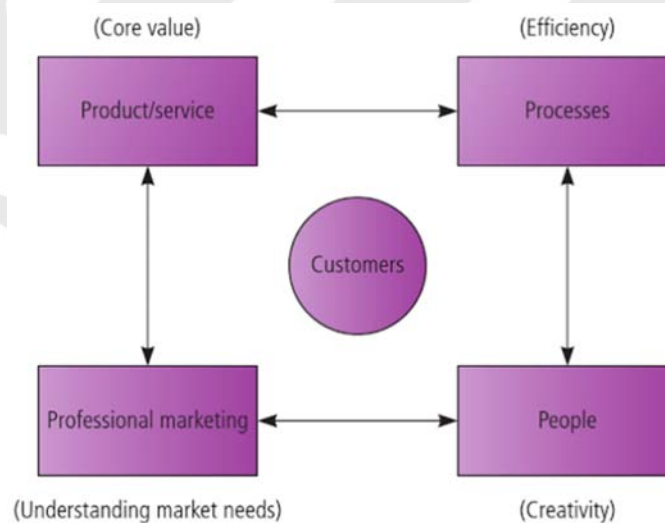


Figure 2.4: Business success graph

Source: (McDonaldM., & Wilson, H. 2016)

In markets where the competition is at a maximum, marketing plans will help consumers know about the brand and the product. It will give brands direction for their communication (Duermyer, R., 2017). As stated by John Westwood (2002), recommendations will come directly from the marketing plan as it combines all the analysis necessary to understand the market and the customers. It is the key to success in business and being sure to reach the clients (John Westwood., 2002). A good marketing plan is the key to success in business and understanding all of the data collected from the plan is the key of a good marketing plan. Also, marketing plans need to be updated regularly in order to be sure that the recommendation is following the current trends in the market (Duermyer, R. 2017). As mentioned by McDonald, M., & Wilson, H. (2016) can be considered as a linking of several activities and tools that will result to the plan as such. All companies have the same objective which they are the maximization of the revenue and the profits and reduce the cost in order to be competitive and make money and so make a stable company in term of money. Marketing plan will help in these three aspects as a marketing cover all of this by the tools that come in the marketing plan. It englobes analysis of past years in order to understand how the company was selling before, analysis of the actual market in order to predict the sales. Marketing plan will analyze the target consumer of each company in order to make them buy the product (McDonald, M., & Wilson, H. 2016).

2.6.1 VALUE CREATION

In order to compete an effective marketing plan, according to Armstrong, G., & Kotler, P. (2015), the value creation will help the companies and the customer understand the product and what is different about the product. To create a correct value companies, have to understand how are their customers and they are looking for and so the company will be able to create the value that will attract the target customers. The value creation goes through a complete market segmentation. (Armstrong, G., & Kotler, P. (2015).

Value creation is a mix between business and customers expectation regarding the product. The value creation is important in order to implement the product in the customer mind and also it is important to understand that the value can evaluate regarding the evolution, (market evolution, new regulation...) but it is important to always keep a core value in order to position the product correctly to the market (John Westwood. 2002).

2.6.2 MARKET RESEARCH

As stated by Armstrong, G., & Kotler, P. (2015) market research are considered as the process of information collection regarding an issue in the marketing process of the company. Market research will allow the company to have clear information about misleading points. It is one of the pillar to create a proper marketing plan as it will give clear information regarding marketing issue. These researches have to be in link with the product and with the market in order to get accurate information. There are differences in conducting that kind of research. The first and the second steps are to define and understand the problem and set the goals of the research. The third point is the implementation of the research plan which is the time researcher have to search, process and then analyze the data collected. And then the last step is the interpretation of the research which is the result of the research. Data can be found by using primary and secondary data (Armstrong, G., & Kotler, P. 2015).

Marketing research will give information about who are your customer and make you understand how to conduct the marketing plan. As stated by John Westwood (2002), 40% of US companies admitted being unclear regarding their target and the market of their product. It is due to their lack of previous marketing research. It helps companies to understand market and analyze this market (John Westwood. 2002).

2.6.3 MARKETING TOOLS:

In order to conduct a proper marketing, it is important to select the relevant tools to analyze the external and internal situation of the company (Armstrong, G., & Kotler, P. 2015).

2.6.4 SWOT

SWOT analysis is a tool that will highlights the Strengths, weaknesses, Opportunities and the threats of the company. This tool is really important in the marketing plan as it will allow marketers to analysis internal (Strengths and weaknesses) and external (Opportunities and threats) situation of the company. It will help the company managing their marketing efforts (Armstrong, G., & Kotler, P. 2015).

As stated by John Westwood. 2002 all the part in the SWOT are linked in between the strengths and weaknesses are connected to the opportunities and threats. Strengths and Weaknesses are based on the actual strategy of the company and what the company's doing actually regarding their strategy. Opportunity and threats are based on the competitive and marketing environment. A well done SWOT analysis will be a key to conduct a good marketing plan as it will give a clear understand of where the situation is now and what the company have to improve to compete in the market. SWOT analysis have to be updated regularly regarding the actual situation in order to always be up to date regarding the market (John Westwood. 2002).



Figure 2.5: SWOT MATRIX

Source: Armstrong, G., & Kotler, P. (2015). *Marketing: an introduction*. Harlow, England: Pearson Education Limited.

This figure shows a typical SWOT matrix and gave the direction on what information have to be searched in each category.

2.6.5 PESTEL

PESTEL is a tool that is used to have a complete analysis of the external environment. PESTEL stand for Political, Economical, Socio-cultural, Technological, Legal, and environmental. It is considered as a macroeconomic analysis and so external factors analysis it will help marketers to understand what can affect the business. It will give a clear understanding of the actual environment for the company (Beamish, K., & Ashford, R. 2012).

Will now explain the components of each factors of the PESTEL analysis:

- Political factors regarding the political situation of the country of implementation. It is an important factor as any changing in the political environment will impact directly the company. It includes all the law of the country. For a marketing plan, it is important to mainly focus on taxation laws, employment laws, health and safety laws and also laws regarding international

trade. Marketers should analyze properly all the political factors as it will help them understand the actual situation of the country (Beamish, K., & Ashford, R. 2012).

- Economic factors englobe all the different economy component of the country of implementation such as the inflation rate, the employment rate, exchange rate and trading regulation. Marketers have to analyze the economic factors in order to understand the position of the country and so understand how to promote and position the product correctly (Beamish, K., & Ashford, R. 2012).

- Socio-cultural factors are important factors for marketers as it will give clear information regarding the population of the country, and so understand the consumer's needs. This part will analyze the age, the rate of population growth, the employment rate, the religion of the country, and the culture of the country in order to understand their usages. This will help marketers to design their market segmentation and their target customers (Beamish, K., & Ashford, R. 2012).

- Technological factors are more than present in the world. Nowadays these factors affect each aspect of a brand/company. Now everything's working through machine, computers and affect the way on how consumers are consuming. In this section marketers have to research about the importance of the technology of the country, looking at the number of internet users, smartphone users. Also, they have to look at the laws about companies using these technologies. Thus, technological factors can be used as a competitive advantage regarding the competitors (Post, J. (2017).

- Legal factors will also affect the business directly as it is all the laws regarding what is legal or no. It's regrouping all the laws regarding the consumer protection, the copyright, the discrimination laws, the health laws. Marketers have to focus on that part in order to create a business that will respect all the laws of the country and so make sure that the company won't have any issue regarding what is legal or no. For marketers, it is important as it will give them guideline in their communication and marketing plan to know what they can do or no regarding their plan.

- Environmental factors are really huge in today's world. Marketers have to do research regarding the environmental factors of the country of implementation. People are going eco-friendly and take care about waste and pollution. It is important for companies to understand the importance of this factor as government are rewarding eco-friendly companies. It also important to understand and follow this trend as customer are really sensitivity regarding their ecological impact (Beamish, K., & Ashford, R. 2012).

To conduct research on all these factors marketers, have to make sure to use correct data coming from official sources in order to get relevant information. Once all the data is gathered for the PESTEL marketers have to combine all the research and the data in order to have a clear understand of the external factors that can affect the business. This told is very common and useful if used correctly as it will give real information and so marketers can use it as one of the base for their guidelines. It is also really important to understand the changes in the consumer behavior and so regularly update the PETSSEL in order to make sure to not miss any opportunities (Beamish, K., & Ashford, R. 2012 & Post, J. 2017)

2.6.6 ANSOFF

ANSOFF matric is a tool that is used to determine which marketing strategy will fit for the product. This matric is made of 4 different strategy; Market Penetration, Market Development, Product Development and Diversification. To define the strategy through this matrix will have to position the product regarding two different dimension the market, if it new in the market or if it is an already existing market; the second dimension is that if it is a new product or an existing product. By positioning our brand into these dimension, it will result on which strategy marketers have to use for their product (Richardson, M et al. 2007).

Understanding why using ANSOFF matrix let's describe each of the strategy in order to have a clear understand of each one.

Market Penetration strategy

This strategy is for product who already exist in the market. This strategy is made to increase the sale of this product. To apply it company should analyze the sales of the product and understand why the sales are going well in order to make it stronger in the market and so increase the number of sales. Advantage of this strategy is that as the market and the product already exist there is not a lot of research to and so it is really cost effective. It is one of the safest strategy (Newton, P, & al. 2013). Different marketing tactics can be used to use this strategy. The first one is to use a memorable message and it will result of a higher brand recall and higher brand awareness. Companies have to make their existent customer using more their product; in order to make them buy it more they have to highlights the added value of the product and the benefits that the product is offering. Company can have small features to enhance the customer experience and it will encourage them to buy the product more. For this strategy companies have to collect feedback from customer in order to analyze what they like and what they don't like. These feedbacks will help the company knows what they have to change and so eliminate the wrong part of the product (Klompmaker, J. et al. 2014). One the other tactics that can be used is the promotion. Indeed, companies can lower the price of the product and it will result of attracting new consumer that are price sensitive. The last tactic can be the combination of the product with another one. It can be interesting for companies to combine two products of the same category in order to increase the sales. This can be risky because it can affect relationship with the competitors and so result of a loss of sale (Craciun, L & al. 2014).

Market development strategy

According to Newton, P. & al. (2013) market development strategy is dedicated for companies that already have a product but they are willing to expand it to a new market. To apply this strategy companies, have to understand that they will have to do research regarding the new target market that they are willing to target. 4 different ways to achieve this strategy:

- Expand the product to a new country/region or continent. It means that the company will sell the product into a complete new market where they are not present now.

- Changing or creating a new packaging or even adding a new dimension to the actual product in order to renew the product and make customer have new point of view of the product.

- Use of new distribution channel for examples smartphone application. It will open new possibility for the company to be more visible.

- Changing the pricing strategy of the product will open the product to new target market and so increase the sales.

This strategy will make the company adapt the product to a new market by changing some small components of the product. This strategy can be considered a risky as the company will enter into a new market that they don't know where there is already other brand and so consumer already have the habits to select another product than the product of the company (Craciun, L. & al. 2014 & Newton, P. & al. 2013).

Product development strategy:

As stated by Newton, P. & Al. 2013 it is a strategy employed for business that are launching a new product into an existing market. As the company launch a new product it will induce them into a change in their operation system. Research and Development service will be involved into this strategy. To achieve this strategy, it is possible to use 3 different methods:

- As the company is new in the market R&D department will have to understand the new trend is this market and adapt the product to these trends.

- Doing research regarding the consumer need in order to create a product that will fit the customer expectations.

- Brand extension can be used for this strategy. Brand extension mean that the company will create a new product and then they will still use the same brand name even though the product is different from what the brand sells before.

The most important point to retain for company if they are using this strategy is that they will have to focus on the innovation. This strategy can be

risky as if the product development fail, it will directly affect the brand image and so result of a loss. In order to create be successful companies have to analyze the market and their competitor in order to propose an advanced product compare to them in order to have a strong competitive advantage (Craciun, L. & al. 2014).



Diversification strategy:

As mentioned by Brockis, G. (2015), this strategy falls for companies that propose a new product for a new market. This strategy will go for company that are willing to create everything from zero. They will have to create their complete marketing strategy and make a lot of research to understand the market and the consumers expectations. This strategy is considered as the most expensive and the riskiest as for the company everything is new and have to total uncertainty to know if the product will work or no. This strategy if it is working will be beneficial for the company as it will give them new opportunities. As the opposite if it fails it is dangerous for them as they have to invest a lot of time and money into the new product and so the result will affect the brand image. They have to measure the risk and compare it to the benefice that the product could offer. Company have to make a lot of research in order to analyze of the launching of this product will be worth it or no (Brockis, G. 2015).

It is possible to divide this strategy into three different categories:

- The forward diversification which means that the company will go further in what they are already selling. It can be considered a brand extension and can be risky as the new product have to fit to what the company's doing now but still have to be different in order to attract new consumers.

- The full diversification considered as the strategy the riskiest as the company will totally change their vision and mission in order to enter new market. It is risky because the company have no previous knowledge regarding these new markets. They have to start everything from the beginning again.

- The backward diversification which is when the company will create a new product but this correspond is linked to an older situation of the company. (for example, Nokia that launched the new Nokia 3310).

These strategies will make the brand getting bigger and more successful in case of success. (Craciun, L. & Al. 2014 & Newton, P. & Al 2013).

This tool will help marketers knowing where their product is situated and will give them the direction that they will have to take for their marketing program.

2.6.7: MARKETING MIX (7 P)

Understand all the external factors it is now time to develop the real marketing strategy. In order to create the marketing strategy, the marketing mix with the 7P is a really powerful tool as it will cover all the marketing strategy from the price to the distribution channels. Here a little brief of each of the 7 P:

- Product: It is considered as the overall product that the company will deliver to the customers. For hotel industry, the product is considered as the overall experience from the reservation to the check-in till the check-out of the customers and also the extra services that hotel can propose.

Marketers have to be really clear about this description in order to make people understand what the company's selling. The product part is important as it will define the product in real and so the company will refer to this part all the time. (Armstrong, G., & Kotler, P. 2015)

- Place refers to where the product will be available and so all the intermediaries and the distributors. For hotels, the place will be the location of the hotel building indeed. This criterion is also really important because the location will have a role on the target customers. In fact, by placing hotel in a business district or by a beach the customer won't be the same and that's why hotels have to research about the place that they want to open and make research about the area in order to be sure to target the good customers. The place will also influence other factors such as the rent, or the competitive environment. Indeed, by placing the hotel in a high frequented area will make the price of the rent higher and will make the selling price higher.

Place also refers to the selling point and where customer can book the hotel. Can be online through the company website, through Online Travel Agencies, travel agency, by phone. (Armstrong, G., & Kotler, P. 2015)

- Price: This will define the pricing strategy of the product. The price has to be defined regarding the target customer in order to propose a final price that will correspond to what they are willing to pay for the product. The price part will also include the discount, the credit terms the payment period.

For hotels, the price part can be big and hard to understand as hotels are now using the yield management and so the price difference between the lowest and the highest rate can be big. Yield management or revenue management is a technique used by hotels to maximize their profit by optimizing their occupation rate. We can simplify this by saying that the highest the occupation rate is, the higher the price will be and the opposite.

The price for hotels is generally competitively based as the competition is really high and hotels have to follow the trend in terms of price as consumers are searching for the best price and so it is not possible to differentiate the price too much as customers won't understand why and will go for other hotels. For Cosi especially, they have to research about the price of the competitors as it will be implemented in a touristic area.

The other pricing strategy employed by hotels is the consumer based. Indeed, as mentioned before, hotels are classified and so consumers are ready to pay a certain amount for a certain hotel category and marketers have to understand the psychological price and the value that consumers are ready to pay for that hotels (Armstrong, G., & Kotler, P. 2015 & Khan, F., Dr. 2012).

- Promotion is regrouping all the communication activities that the company will make. It is based on 4 different communication elements; Personal selling, Advertising, publicity, and sales promotion. As explained previously and regarding the target market of Cosi, the most used tools that Cosi will use for their hotel will be internet and so they will have to do their promotion online. Thus, Millennials as mentioned before are present on all communication platforms; the promotion of Cosi will have to be everywhere and they will have to create an Integrated Marketing Communication plan in order to reach millennials properly. Also, now with internet consumers are tending to research and buy everything online (Pizam, A., & Oh, H. 2013).

Hotels are really concerned by this change as now more than 57% of the hotel reservation is made online and this number is tending to increase every day. Hotels have to focus their communication online (Statistic Brain Research Institute. 2017).

- Physical evidence are the different components that affect the operation of the business. Regarding the hotel industry, the physical evidence can be considered as the design, the situation, the decoration of the hotel. It's regrouping all the tangible features that the hotel have. It characterized the hotel by understand what is the product.

- People: This part will look at all the different person that are part of the firm. For this part, it is important to have a look at every employee in the company and then analyzing the consumer. IN order to create a nice image of the hotel, they have to train their employee in order to propose a high quality of service to the customer. By caring about the customer companies can create an added value to the company. For the hotel industry, it is really important as each employee will reflect the image of the hotel.

- Process: This part will reflect the way to deliver the product from the production to the customer. This will have to analyze each step of the production`; For most hotels, this part is standardized in order to be more effective. It includes the reservation process, the check-in check-out process, the restaurant process, the cleaning process. In the hotel industry, this part is really important as a lot of process are implemented in that industry in order to propose a standardized product (Pizam, A., & Oh, H. 2013).

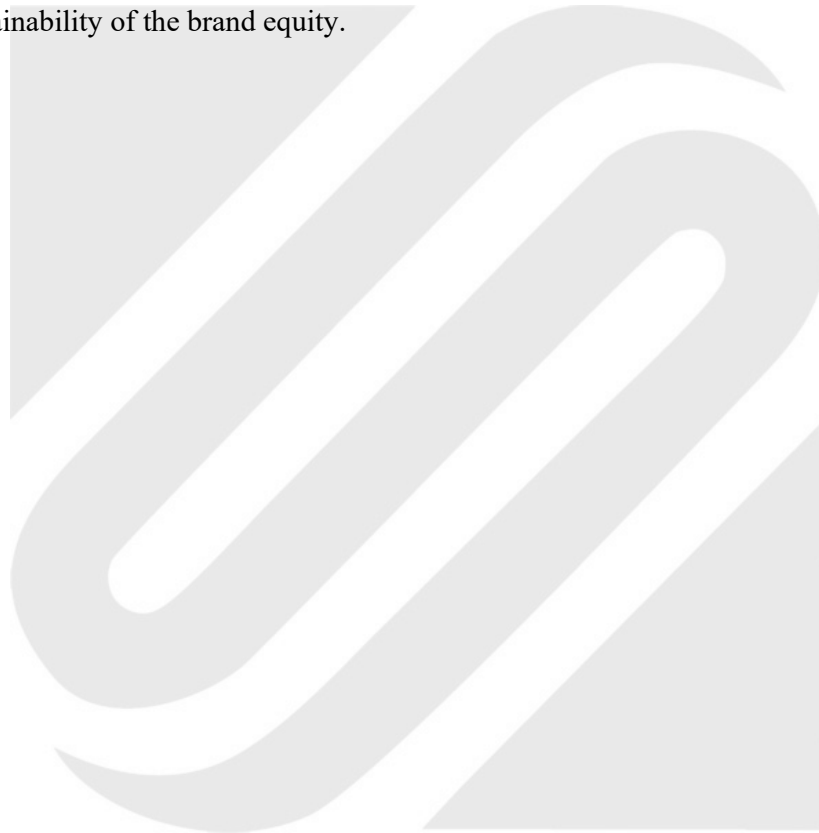
Having a clear understand of the marketing mix will help marketing designing the correct marketing strategy. Analysis of all the 7P will allow marketers to have a clear understand of where the product is situated and all the insight of the product. The marketing Mix is essential in building a marketing plan (Armstrong, G., & Kotler, P. 2015).

2.7 Brand Management

Brand management is important especially for new hotel brand such as Cosi as they have to build the brand in order to be known. Brand management is relatively new term and a correct brand management will help the brand to be stronger and create a good relationship between customers and the brand. With brand management, companies will position their product properly and will create

a real value between them and the consumer. Brand image, brand awareness, brand vision, brand association, brand awareness and brand recall are part of brand management and all of these elements will allow marketers realizing a correct brand management (Temporal, P. 2010).

As stated by Keller, L. K. (2013) there are 4 major part in the brand management; The brand positioning and value, the implementation of the brand marketing program, the interpretation of the brand performance and then the sustainability of the brand equity.



2.7.1 Brand positioning and value

In order to understand the brand positioning and value and as stated by Keller, L. K. (2013) the consumer based brand equity pyramid is a powerful tool for brand to position their product.

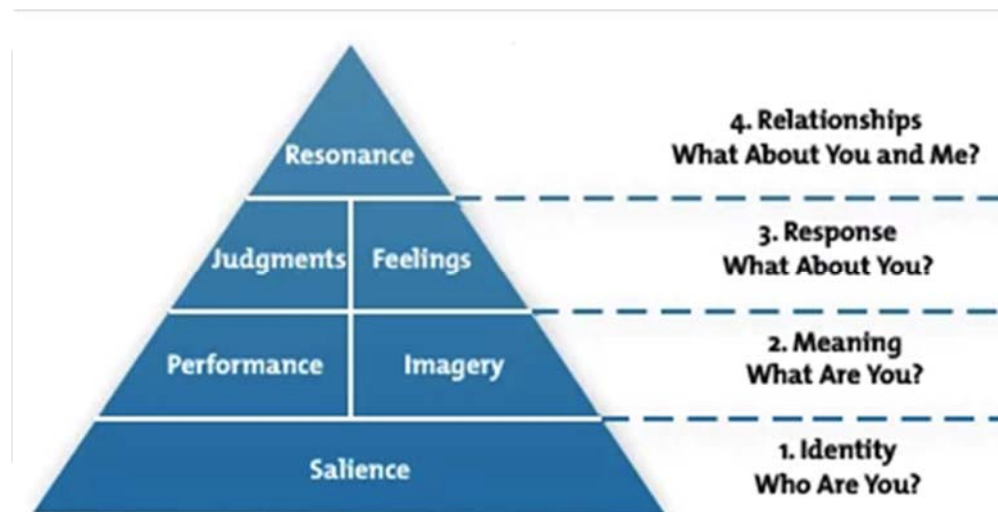


Figure 2.6: Keller's Customer-Based Brand Equity Pyramid
 Source: Keller, L. K. (2013). *Strategic Brand Management: Building, Measuring, and Managing Brand Equity*

This pyramid will position the brand regarding the customer point of view. This pyramid will help marketers to understand the insights of the customers and how they feel regarding the brand.

To position correctly their brand building a brand mantra is also needed. Brand mantra is a short sentence that will reflect the value of the product. It has to be easily memorable, communicate a single and understandable message (Keller, L. K. 2013).

2.7.2 IMPLEMENTING BRAND MARKETING PROGRAM

This step is really important as it is how the markets will apply the marketing program. In this part, they will have to create the brand element. Brand element are essential as it will be what consumer will have to remember.

It is the brand name, the logo, the color used for the brand, all the features regarding the brand. These elements have to be easily memorable, likeable, transferable. It is important to follow these rule as customer will then associate your brand directly with your brand elements. The brand element if selected properly will create a higher brand awareness.

In this part marketers will also use the primary and secondary brand association which means that they have to analyze and understand what the consumer are thinking when they are thinking about the brand. For hotel, it can be linked to holidays, tourism, sleeping for example. It is important to research about this as it will give the direction to marketers in where they will have to go for their communication. This part is based on the marketing mix previously explained (Keller, L. K. 2013).

2.7.3 Interpret brand performance

Now that marketers have implemented the marketing program they will have to see how effective their program is. In order to analyze the performance and from Keller, L. K. (2013) they can use different tools such as the value chain, the brand audit. The brand audit is made directly by marketers. It will give a clear overview of the brand performance. To conduct this audit, they will have to find data regarding the brand. It can be made from both internal external point of view and also, they can use primary and secondary. A performant brand audit should combine all the data and resume it. The brand audit will result of a clear positioning of the brand with telling where the brand is performant and what have to be improved. Audit can be made internally and also externally. Externally mean that someone who not working in the company can create a brand audit and give information from an external point of view. After the brand audit is done,

the company can now then change what is not working in order to be more effective (Keller, L. K. 2013).

2.7.4: Brand equity

Now on that the brand management has been done correctly the brand can now look into expanding the brand. For the hotel industry, it means that after the brand has been correctly implemented they can now start thinking of opening another hotel. For hotels, it can also be interesting to create sub brand and so create a brand architecture in order to increase the market share and not focusing in one type of customer (Keller, L. K. 2013).

As we understand Cosi is already a part of the brand architecture of CENTARA hotel group. Before starting expanding the brand another time research has to be made in order to make sure that there is a need from the consumer point of view of this brand.

2.8 Related previous study

A study conducted by Jade L. Hartman and Jim McCambridge (2011), show that to reach millennials it is important to have a complete communication strategy that goes in all the communication channels. Integrated Marketing Communication is needed to reach millennials and that's one of the success point of an effective communication strategy. New means of communication such as social media, have to be a complete part of the communication program has millennials are the biggest users of this types of communication channels.

Ralph Motto (2014), shows how important for company to now focus on millennials. They founded that millennials when they like a product/a company they will share this product to their friends via different communication channels. When they feel attracted by a product they will then help the company in their communication process by telling their friends. In this study also found out that even if millennials use social media a lot Word of Mouth is really important for them and have a strong influence on them. When millennials like a product they

can be considered as a brand ambassador as they will share what they like about the product/brand around them.

A report written by Tom Parry (2017) show that it is important for companies that are willing to reach millennials to listen their voice. For that the study shows the effectiveness of companies that hired millennials in their company and demonstrate that the marketing communication made by millennials to millennials is more powerful than company that hired older people to create marketing communication for millennials. This study shows how important it is to listen the voice of millennials in order to create something that will attract them and they consider that as a key of successful marketing/communication strategy.

About tourism and millennials, a study conducted by Timothy H. Reinswiz and Jie Fowler (2016), explained that millennials are using the technology most than other generation to plan their holidays and that millennials will be more influenced by communication made through new technology support than any other generation. It shows the importance of communication through new media to reach the millennials generation.

An article written by Kesley Burgess (2015) for JLL, explain how brand in tourism are adapting their hotel to the millennials. Indeed, millennials are now considered as the generations that travel the most and they have new expectations in term of tourism. They don't look for traditional hotel anymore. They want simplicity at each step, from the booking to the check-out. Millennials are looking for stylish hotels that propose new experiences. They want to get a rid of the traditional room service they are searching for an area where they can relax at any time of the day. They also wait to meet new people and looking for more social interactions between the employee and the others guest. They also found out that millennials love to share everything on social media and especially sharing moment of their holidays.

CHAPTER 3:

METHODOLOGY

This chapter is based on the way the marketing plan will be conducted. All the tools will be explained. This will give the reader a better understanding of the direction that the marketing plan will take. It will cover the following topics:

3.1 Secondary data:

3.1.2 Source of data for PESTEL analysis

3.1.3 Source of data for SWOT analysis

3.1.4 Source of data for ANSOFF matrix

3.1.5 Source of data for Marketing mix (7P)

3.2 Primary data

3.2.1 Quantitative research

3.2.1.1 Methodology

3.2.1.2 Sample design

3.2.1.3 Sample size

3.2.1.4 Data collection method

3.2.1.5 Research tool

3.2.1.6 Data analysis

3.2.2 Qualitative research

3.2.2.1 Research method

3.2.2.2 Interview design

3.2.2.3 Sample design

3.2.2.4 Data collection method

3.2.2.5 Data analysis

3.1 Secondary data:

In this part, secondary data will be used to conduct the marketing plan correctly. The data within this section must be sourced from trustworthy and credible websites and books. This secondary data will give the information needed to the marketers to analyze and understand the market. This data is very effective for the marketing plan as it is highly available and cost effective. Secondary data is used by researchers because it is powerful and gives real information that is necessary for the marketing plan.

For this marketing plan the secondary data will be primarily collected through Centara directly to get the most relevant information regarding the brand Cosi and everything about the hotel group. Reports from the group will be useful in the construction of the marketing plan as they already did analyses regarding the target customer of COSI. This data will be useful for the construction of the SWOT as internal information can be collected directly from the brand. Data from the Tourism Authority of Thailand will also be used. TAT provides data regarding the specific sector of tourism in Thailand. All the information regarding the number of tourism and the nationality are there. This organization will give relevant and trustworthy data for the independent study. The study will use data from TAT in order to conduct the SWOT, the target market as well as the PESTEL. Thus, on the TAT website we will collect the legal information regarding tourism in Thailand. This website is very interesting to use for this project because we will get all the numbers that we need to conduct the marketing plan. This website is trustworthy because it is updated by the Thai government. These websites will give qualitative and quantitative data that will help conduct the marketing research.

To analyze competitors of Cosi, this study will look into several online travel agencies, such as www.booking.com and www.agoda.com, in order to define a geographical area and have a look at what is present in the region of implementation of Cosi's hotel. This study will also consult review websites such as www.tripadvisor.com to know what consumers like or dislike. These websites will help have a real understand of the competitive environment. The study will also look at other hotel brand dedicated to millennials such as www.moxy.com in

order to understand how they made their hotel successful to millennials. These websites will be helpful for the competitive analysis, the PESTEL and the SWOT because it will give us a clear overview of what millennials like or no regarding the accommodations.

To get real information and real statistics and to get reliable numbers I will use www.statista.com and the World Bank website because they are updating their statistics regularly and it will add credibility to the research. These websites will give us the real numbers in terms of the country's demography. This will help us define our target market and so focus our marketing campaign to a certain type of people.

Referring to the hotel industry in Thailand, this study will use reports from real estate in Thailand such as reports from JLL to collect data regarding the number of hotels and other facts about the hotel industry. This study will also research reports from the TAT and also consulting reports, such as the ones from Grant Thornton regarding the hotel industry in Thailand.

Regarding millennials, this study will get data from official journals and articles that are describing the millennials. Understanding millennials will aid in taking the correct direction for this independent study.

In general, all the sources mentioned previously will help me conducting my marketing plan properly with verified references which will give me credibility.

3.1.1 Source of data for PESTEL analysis

This analysis, as mentioned in the literature review, is a tool that will be used in order to analyze the external factors that can affect the business. This analysis is needed to create the marketing plan as it will give insights on the regulation of the country in terms of politics, economics, social, technologies, environment and legal factors. All the data needed for this tool is mentioned previously. The research of newspaper articles, official websites and data bases will be conducted for this tool. To compete PESTEL it consists of reading and combining relevant data in order to fill each part of the PESTEL. This tool will

help marketers understand positive and negative factors that can affect the business.

Information needed for this analysis are official information that will be found on government website and on official website. About the millennials information will be found on various study based on millennials.

3.1.2 Source of data for SWOT analysis

The SWOT derives from the PESTEL and from the SWOT marketers will get more information about the internal environment of the company. PESTEL is needed before conducting the SWOT as previous external analysis is needed. There are four different part in the SWOT; the strengths and the weaknesses which concern the internal part. Analysis of the company will be needed to do these parts. The other two are the threats and weakness which are based on external factors. These two parts will help the company know what they can do and what they must improve regarding their product. Same as the PESTEL, to conduct the SWOT research on verifies sources will be conducted. The analysis of the SWOT will help marketers position their product into the market and give them insights on what they have to improve.

As an internal analysis, the necessary information to properly conduct the SWOT analysis will be mainly collected from company's official website and also from official website, and official journal in order to get relevant insight about the tourism industry and millennials.

3.1.3 Source of data for ANSOFF matrix

In order to complete this matrix, analysis of the brand will be required as it is about positioning of the hotel. This matrix will give the direction of which marketing strategy will be used for the product. Internal analysis with specific research about the brand will be made to select the correct marketing strategy.

To draw this matrix information will be collected through competitor's official website and from previous journal in order to position correctly the brand.

3.1.4 Source of data for Marketing mix (7P)

Marketing mix is the start of the real marketing plan as it will give all the insights needed for marketers. It is a combination of all the previous tools and more research on marketing. To conduct the 7P previous study, internal and external analysis will be made. In order to also get accurate information from the target customers, primary data will be collected by designing a survey that will be shared online and also interview will be conducted in order to design the marketing mix/

3.2 Primary data:

3.2.1 Quantitative research

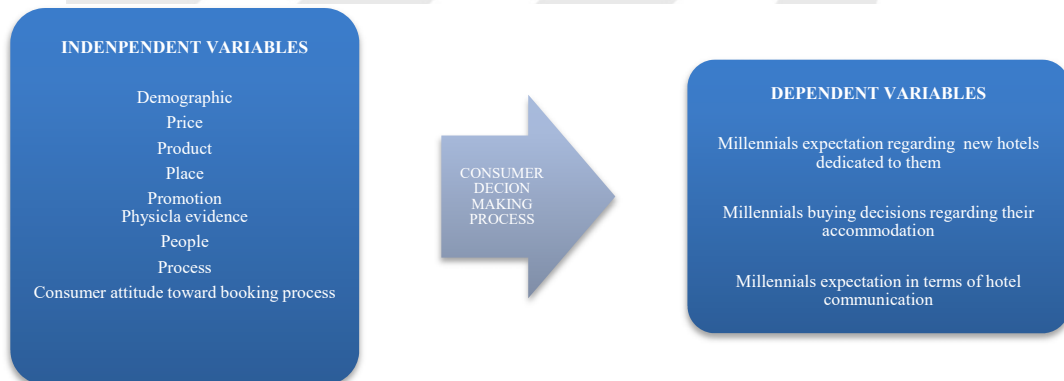


Figure 3.1: Conceptual framework

3.2.1.1 Methodology

To collect the primary data, this study will use a survey made through Google form. Google form is a useful tool to share surveys as the results are combined into graphs and charts which facilitate the analysis of the result. The survey will be shared through millennials via social media. From this survey, we will collect quantitative data. The sample size for this survey is 269 respondents.

Survey is chosen for this study as it will give useful data in order to conduct the study. Indeed, has each question answers one part of this marketing plan. Advantages of this methods are the rapidity of the data collection, the data collected is relevant and accurate (if the question are clear and concise), it is easy

to use for respondents and not restrictive, the result are quick and easy to analyze. Surveys is well-known and used worldwide by marketers in order to gather relevant information from targeted customers (Kiecolt, K. J., & Nathan, L. E. 2006).

3.2.1.2 Sample design:

This survey will be shared worldwide. As seen previously, Cosi is looking to attract millennials from any country. To share the survey social media will be used and especially through special pages where millennials are present. The target population is millennials (between 17 and 37 years old) mainly from Europe, USA and Asian countries, both male and female. The result will be divided in different categories, millennials between 17 and 26 years and millennials between 27 and 37 years as we have seen before that even though all people between this age are millennials there is a difference in term of behavior between these two categories. Respondents will be questioned about their demographics, then they will be asked specific features regarding accommodation.

3.2.1.3 Sample size

Sample size is important in conducting a survey because it will give the right number of respondents that must answer in order to get relevant data.

For this research, the sample size .is 269 respondents, this number has been calculated with the following formula

$$\text{Sample Size} = \frac{\frac{z^2 \times p(1-p)}{e^2}}{1 + \left(\frac{z^2 \times p(1-p)}{e^2 N}\right)}$$

Population Size = N | Margin of error = e | z-score = z

Figure 3.2: Sample size formula

Source: Black, K. (2012). Business statistics: for contemporary decision making (7th ed.)

Calculation :

$N = 92$ million (number of millennials worldwide, data from Goldman Sachs 2015)

$E = 5\%$

Confident level: 90%

Z-score = 1.65

Sample size: 269

Sample size for this research is 269 respondents. In order to have more accurate data it is possible to get more respondents but as mentioned previously in the limitations of the study, due to time limitation the number of respondent will be limited to 200. As interviews has been conducted in order get qualitative data the number of respondent has been stopped at 200 due to times constraints.

3.2.1.4 Data collection method

Online focusing on using the website google form. Google form is well-known worldwide and offers reliable services (Agarwal, A. 2014). Respondents are completely anonymous which allows them to be more confident in answering more accurate answers. In order to get the required number of respondent the survey will be shared through social media (post on Facebook group, etc.). As this independent study is conducted by only one person it is impossible to have connections all around the world and that is why availability sampling will be used for this survey. With this sampling method, the survey can be share to anybody.

3.2.1.5 Research tool

This survey will give us accurate insight regarding our target market, which are millennials.

In this questionnaire, there are two main parts. The first part is based on the demographic of the customer such as the age the gender, income, nationality. The second is the part that will be helpful in conducting the marketing plan as this part focuses on the behavior of millennials regarding their expectation in term of communication from accommodation and what they want when they travel. In this part, this study will give information about the prices that millennials are willing to pay for their holidays and where they are looking before buying their holidays. This information will help conduct this marketing and create the correct marketing strategy for our target market.

There is two main parts in this survey; the first one is based on the general information of the respondent and the second one based on the marketing Mix (7P). This survey is a combination of single answer, multiple answers and rating scale question.

For Q13 and Q14 and Q15 I used the 5-point rating scale to know how much respondents like each of the factors. The scale has been found in a previous study. This scale will give us a clear understand in term of preference of the respondent. It helps understand the importance of each factors and it will be useful in conducting the marketing mix (7P). This rating scale is very useful and well used for customer satisfaction survey (Wyse, S. E. 2011).

Here some examples of questions of the survey you can find the full survey questions in Appendix A.

Part 1: General information

Gender:

1.Male

2.Female

Age range: (millennials between 17 and 37)

1. Under 17 2. 17 to 21 3. 22 to 26 4. 27 to 31 5. 32 to 37
6. 38 and over

Part 2: Information related to the marketing mix (7P)

Q13: Which factors are important when you select an accommodation for your holidays?					
1 = Not important at all 2 = Slightly important 3 = Somewhat important 4 = Very Important 5 = Extremely important					
Please select the circle only. 1 number per 1 choice					
Product					
Quality standard of the hotel (number of stars)	1	2	3	4	5
Hotel being part of a well-known group	1	2	3	4	5
Price					
Discounted price	1	2	3	4	5
Rewarding program/Loyalty program	1	2	3	4	5
Place					
Proximity to public transportation	1	2	3	4	5
Proximity to tourist attraction	1	2	3	4	5
People					
Employees speaking your language	1	2	3	4	5
Employees speaking English	1	2	3	4	5
Physical evidence					
Decoration of the room	1	2	3	4	5
Decoration of the lobby and the common area	1	2	3	4	5

Process					
Ease of the booking process	1	2	3	4	5
Ease of the check-in/check-out	1	2	3	4	5
Promotion					
<p>Which communication channel influence you into booking your accommodations?</p> <p>1 = Not at all influential 2 = Slightly influential 3 = Somewhat influential</p> <p>4 = Very influential 5 = Extremely influential</p>					
Please select the circle only. 1 number per 1 choice					
Email	1	2	3	4	5
Facebook	1	2	3	4	5

Questions have been created by looking at previous studies that has been conducted in the tourism sectors. These questions are a combination of different information collected from surveys that have been conducted for previous studies. They have been created in order to gather relevant information regarding this independent study.

3.2.1.6 Reliability Analysis and Data analysis

When using google form the result of the survey are simplified with graphs and charts. This graphs and charts are making the result clear and comprehensive results

After the data collection, the collected will be analyzed to use it for the marketing plan. All the answers are represented by graphs and charts which facilitate the analysis.

There are two different types of variables in this survey; and according to the conceptual framework, the independent variables are the demographic information and the information about the 7P. Dependents variables are the millennials expectation regarding new hotels dedicated to them.

SPSS software will be used as a statistical analysis tools. Tin the first time 30 people will answer the survey in order to pretest it. For this test, we will use SPSS software and will conduct a Reliability analysis. The result of this analysis has to be higher than 0.7 Cronbach alfa. If the survey has more than .7 it is considered as reliable and so it is possible to use it a research tool for the study.

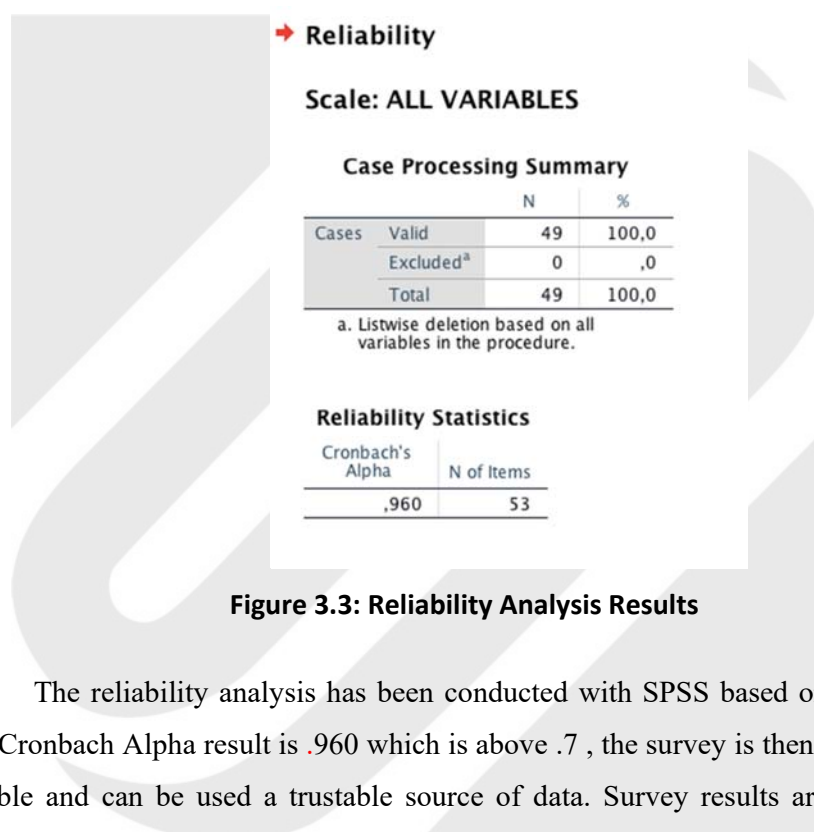


Figure 3.3: Reliability Analysis Results

The reliability analysis has been conducted with SPSS based on 49 answers. The Cronbach Alpha result is .960 which is above .7 , the survey is then considered as reliable and can be used a trustable source of data. Survey results are available in Appendix B.

At the end of the survey, when the respondent number will reach 269, an SPSS software will be used in order to analyze each variable of the survey. The SPSS will also help analyzing the relationship among the variables as stated in the research framework and will give interesting data for the research. The statistical tools to be used are such as Frequency, Percentage, T-Test, ANOVA, and Regression analysis.

3.2.2 Qualitative research

3.2.2.1 Research method

Regarding the qualitative data semi-structured interview will be conducted. This type of interview is made when the interviewer asks the same questions to different respondents. The questions are made before the interview and must follow a specific order. Interviewers must follow these questions during the interview and get the answer of the respondent. Advantages of this kind of interview is that it is easy to conduct and the data collected through the interview will give consistent insight. The advantage of semi-structured interview compare to structured interview is that that form of interview allows to have more discussion. Indeed, the interview have to follow specific question in a specific order but the interviewed can give his point of view and have a more intense discussion (RWJF. 2006).

This interview will help filling the 7P. This interview will allow the interviewers to have real insight on the consumer behavior of millennials regarding their booking process; understand what are the expectation of millennials in term of hotel communication and to know what kind of accommodation they are interested in

3.2.2.2 Interview design

For the interview, structure will have to be applied in order to not be confuse on the analysis. The question will be focusing on each “P” of the marketing mix and on additional part based on the demographic of the respondent.

Here the list of question divided into groups. (The full report of the interviews is available in Appendix C):

Demographic:

- What is your age?
- What is your income?

Product:

- What kind of hotel are you booking in general? (low class, middle high class, etc.)
- Will you be interested into a snack/bar service available 24/24 where you can relax?
- Are internet and USB port connection available everywhere in the hotel is important for you?
- Are you willing to meet new people in your hotel?

Place:

- Where do you usually book your holidays?
- Do you choose your hotel because of the situation? located close to public transportation and tourist attractions.
- Where are you looking for information regarding your trip and your accommodation?

Promotion:

- Are promotions will make you select a hotel more than another?

- What kind of promotion do you like? (discount on the hotel price, discount on additional services, etc.). Why?
- Are you willing to subscribe a reward program if it can give you promotion?

Price:

- How much are you spending on average per year for your holidays? (US dollars)
- How much are you spending for the accommodation for your holidays? (US dollars)
- How much are you willing to pay at the maximum for your hotel? (per night in US dollars)

People:

- What is important for you regarding the hotel employees? do you mind if they don't speak your language but they speak English?
- Is it important for you that the reception stay open 24/24?

Physical evidence:

- Is the design of the hotel and of the room influence you to reserve your hotel?
- What kind of design are you looking into for your hotel?
- Is the website outlying of the hotel is important for you?

Process:

- Is room service important for you?
- Do you need a restaurant in the hotel or a mini mart who propose snacks 24/24 Is enough?
- Are you interested by doing the check-in check-out process by yourself thought a self-service kiosk?
-

3.2.2.3 Sample design

As there is a time constraint and because qualitative research is considered as additional to the quantitative research; a small sample of 3 people will be used. These 3 people are following these criteria:

- Nationality: 1 French, 1 American, 1 Asian
- Age:
 - One in between 17 to 23 years old
 - One in between 24 to 29 years old
 - One in between 30 to 27 years old
- People who like to travel and are willing to discover new way to travel

3.2.2.4 Data collection method

Interview will be held face-to-face and will be recorded by the use of a smartphone and will then be written by the researcher. One Interview will take place in a neutral environment in order to not be bothered by external sources, this will be in Bangkok. Phone call will be used for the two others one in order to get information from people outside Thailand. One of them will be an American citizen and the other a French citizens. People from different region of the world has been chosen in order to have a more global point of view in order to create a global marketing plan.

3.2.2.5 Data analysis

After interviewing, the researcher will re-transcript the interview into text. The result of the three interviews will be combined to summarize the data and create a conclusion. The data collected will be analyzed in order to understand the similarities of each respondent and will give information to create the 7P.

CHAPTER 4:

MARKETING PLAN

4.1 Executive summary

4.2 Situation analysis

4.2.1 Company description

4.2.1.1 History of business

4.2.1.2 Types of business

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4.3.3 Values

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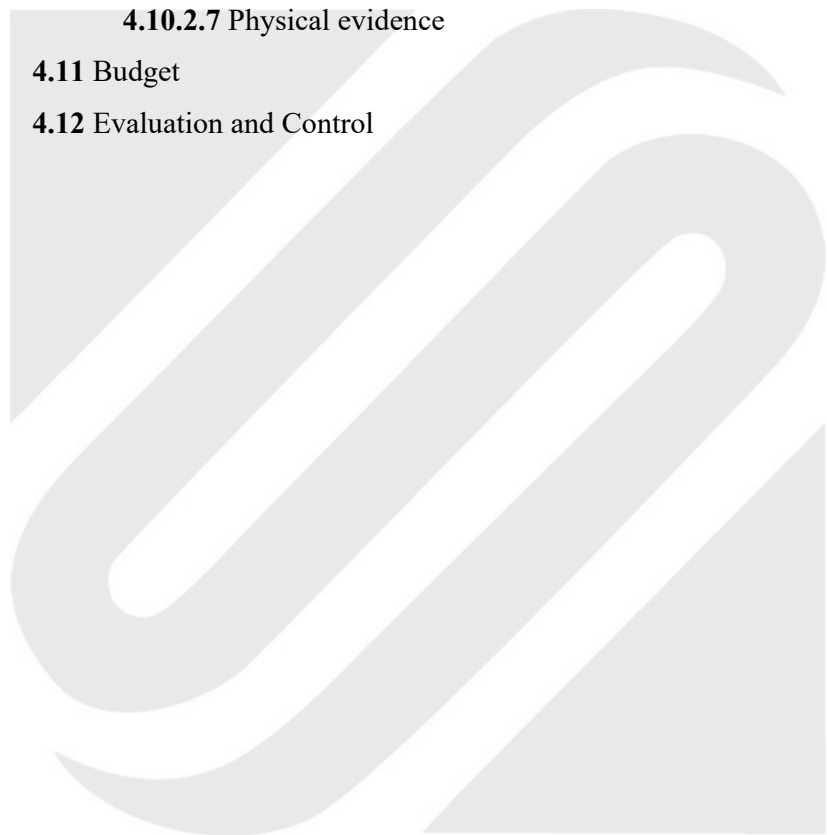
4.9 Market segmentation

4.9.1 Target customer

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4.10 Marketing strategy

4.10.1 Objectives

4.10.2 Marketing mix (7P)**4.10.2.1 Product****4.10.2.2 Price****4.10.2.3 Promotion****4.10.2.4 Place****4.10.2.5 People****4.10.2.6 Process****4.10.2.7 Physical evidence****4.11 Budget****4.12 Evaluation and Control**

4.1 Executive summary

As the result of research, this marketing plan will be created for COSI hotel; the new hotel brand of the group Centara dedicated to millennials. The objectives of this marketing plan are to understand how to communicate to millennials and which communication channels have to be used for this generation.

In order to draw the marketing plan both quantitative and qualitative research has been conducted. For quantitative research a survey has been conducted with 200 respondents with a majority of respondent who have between 17 to 32 years old mostly from Europe, Asia and North America. For qualitative research interviews has been conducted on people between 20 and 35 years old from different region of the world, Asia, Europe and North America.

The marketing plan is divided in two parts; External and Internal analysis of COSI with tools such as SWOT, PESTEL, competitors' analysis and then the creation of the marketing campaign with the marketing mix (7P).

Online marketing with a high use of social media will be used for the marketing communication of COSI in order to answer the communication expectation from millennials. Pricing strategy use for the brand will be penetration strategy, has COSI is a new product for an existent market which are the millennials.

This marketing plan will also cover budgeting and evaluation and control of the marketing with the use of tools such as GANTT charts.

Increasing the brand awareness of the brand towards the marketing communication is the main point of this marketing plan.

4.2 Situation analysis

4.2.1 Company description

As mentioned previously on the literature review, Cosi Hotel is a new brand owned by the Thai hotel group Centara. They launched this brand to diversify their range of product. Here the Brand architecture of Centara group that help understand where Cosi positioned toward the other brands.

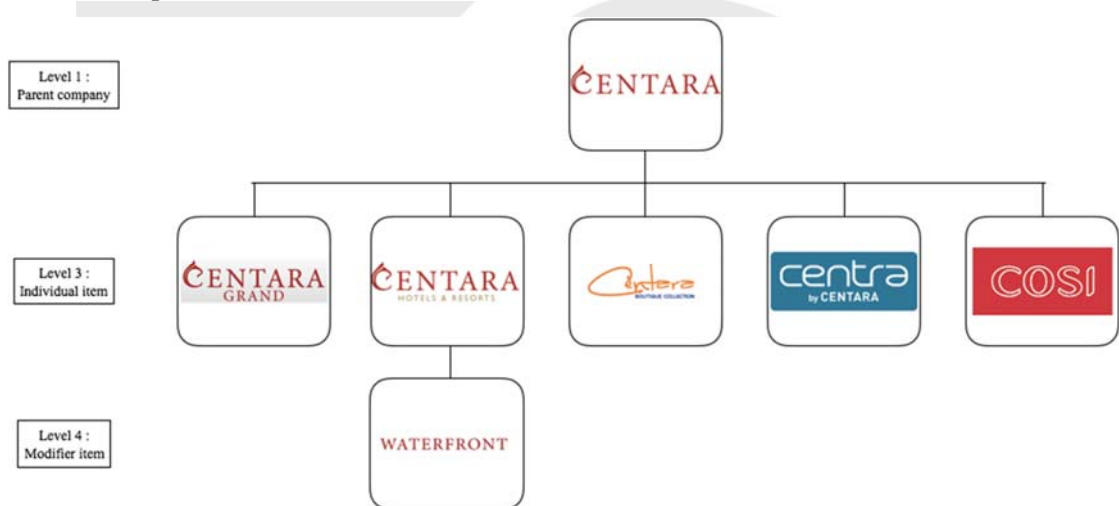


Figure 4.1: Brand architecture of Centara hotel Group

4.2.1.1 History of business

Cosi Hotel is a new hotel brand owned by the Thai hotel group Centara. The first hotel of the brand will be open in November 2017 in Ko Samui (Thailand). This hotel is a new hotel concept that is targeting millennials generation. The hotel will feature 150 rooms of 18-square-metre each. Each room will feature a power shower, a smart TV, USB port all around the room, a Safe and a fridge. A relaxing place that it is called the “HUB” will be open 24h/7D to offer to the customer a place where they can relax, meet new people, A place that will offer drinks and snack 24/7D will be also part of the hotel, it will give the opportunity to the customer to choose what they want to eat and drink any time of the day. Cosi’s focusing on the customer experience through the hotel. Everything is simplified in

order to make people have a perfect stay. Cosi wants to be considered as a place where millennials will enjoy everything.

As part of the Centara group Cosi's will enjoy the knowledge in hospitality industry from the group and enjoy the reservation platform from the group. There is for the moment no official plan on opening new Cosi Hotel but they are willing to open one in Bangkok.

4.2.1.2 Types of business

Cosi is a new generation of hotel that are targeting millennials customers worldwide. As mentioned previously in this study Cosi's wants to simplify each step of the stay from the booking process to the check-out.

Here the features what makes Cosi different from other hotels; Check-in will be completely automatic through online (available 24h before arrival) or through self-check-in kiosk, Free Wi-Fi all over the hotel building, a laundromat, a rooftop swimming pool. Cosi's employee will focus their activities on giving advice on what to do, where to eat, to the customers in order to make customers have an enjoyable stay.

Cosi has 5 key touchpoint that are part of the experience, Arrival, Check-in, Room, Facilities, departure. These 5 points are important for Cosi as they will promote the interaction between the brand and the customer, the communication, the relaxation during the stay.

Cosi DNA is separated in 7 parts, Convenient location, breakfast, Efficient check-in/check-out, great sleep, Free Wi-Fi, Smoke free hotels, great shower.

They are focusing their activities on the most important of the hospitality industry which is a comfortable room with a great shower but with offering added features to it and that's what millennials are looking for in terms of accommodation.

As now COSI as a brand have 4 peoples that work only for COSI and for the hotel there will be a minimum of 20 peoples working in the hotel building.

COSI uses a centralized solution for non-guest faces processes and transaction, that integrate the operations model in order to increase the profitability and the return on investment, this is called COSI Shared services.

The centralization of IT, sales, finance and the marketing externally allows COSI hotels:

- To be cost effective by needed less investment in the hotel infrastructure
- To maximize the revenue of the hotel though the centralization of the sale and marketing strategies initiative
- To increase the productivity of the employee by working and using the newest technology
- Allow the employee to have more time to create interaction in between them and the customer

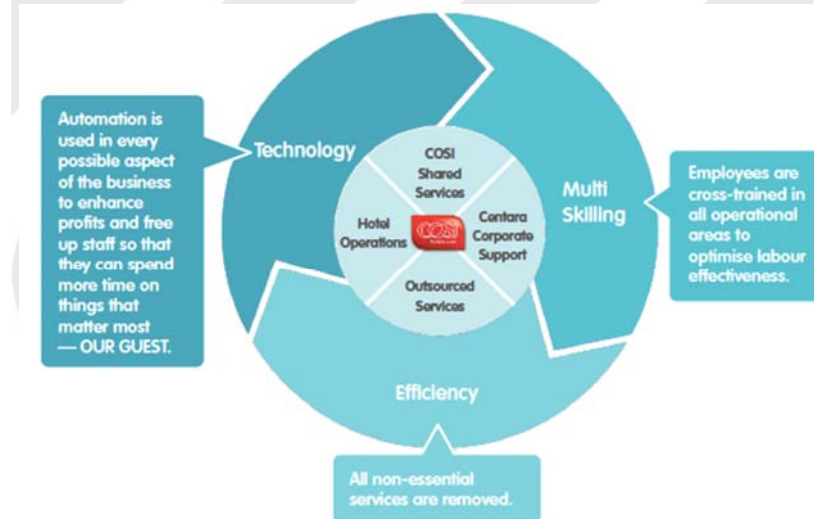


Figure 4.2: COSI operating model

Source: internal presentation of COSI

4.2.1.3 Structure

COSI as a part of the Centara Hotel group share the same juridical structure as COSI is owned by the group. Centara is legally registered as a Limited company under the name Centara Hotels & Resort LTD.

Centara will support all the investment that COSI require. About the hotel building for the first COSI hotel in Samui, Centara own the building of the hotel which create more flexibility for the company even though it required a big investment at the beginning.

4.2.1.4 Location

For this part, we will separate the two parts of COSI which are COSI as a brand and COSI as the first hotel.

Office of COSI as a brand are located in the Centara corporate office which is located in the center of Bangkok.

The exact address: 25th Floor Centara Grand at CentralWorld 999/99 Rama 1 Road, Pathumwan, Bangkok 10330, Thailand.

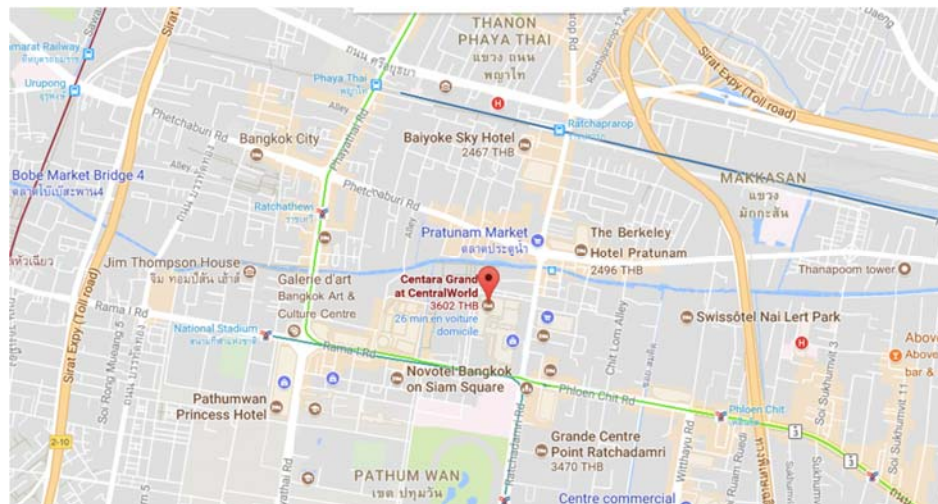


Figure 4.3: Maps of Centara office – Google maps

First Cosi Hotel is located in Ko Samui near the shopping mall “Central Festival” next to Chaweng Beach, just 15 minutes from Samui Airport. This area is well known for shopping and party. Cosi has decided to implement their hotel there as it is one of the most famous place for millennials in the island.

The exact address is: 209/4 Moo 2, Bophut, Ko Samui, Surat Thani, Thailand.

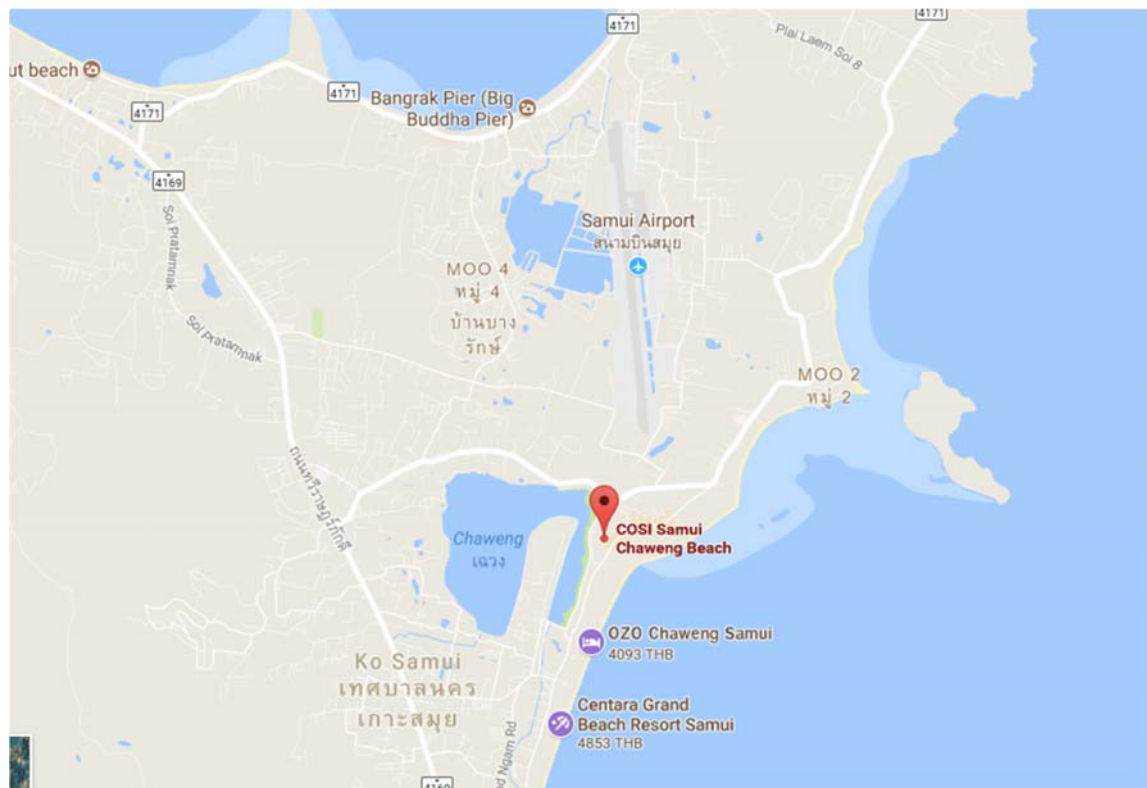


Figure 4.4: Maps of COSI hotels – Google maps

4.3 Vision, mission and values

4.3.1 Vision

Centara hotels groups have a Vision Cross Branded Vision, which means that vision of the group’s applying to any brand of the group and so apply also for COSI.

The vision of the hotel group is: “We aspire to operate our business ethically and sustainably in a balanced manner across the entire portfolio, and are committed to integrating sustainable practices throughout our hotel operations whilst delivering excellent service for our guests.”

Centara Hotel group focuses their activities on the quality of the service that they propose without compromising with the environment.

4.3.2 Mission

Cosi's mission is to be the leading and affordable lifestyle hotel brand across Asia Pacific.

From the mission, the brand has to create brand awareness through their communication and their marketing.

4.3.3 Values

The core values of COSI are mentioned right above:

“COSI is not just about creating a new hotel brand:

- It's about playing in the white spaces
- It's about recognizing the changing needs of our guests
- It's about acknowledging the evolution of the hotel business
- It's about increasing profitability and efficiency through COSI shared services.”

From the core values, we understand that COSI are willing to follow the new trends in the hotel industry and answer to a new market; the millennials generation.

4.4 Company goals

COSI goals has a brand are and based on the objective of this study are:

- Raise brand awareness and be one of the most known hospitality brand that are targeting millennials
- Build strong customer relationship and increasing the customer satisfaction
- Increase market share within 2 years

4.5 Marketing tools

Moving forward to the marketing tools that will help to conduct the adapted marketing strategy for COSI. The analysis is based on both internet and external factors. Those analysis are necessary to understand properly what are the issue that the company will faced and so move further on.

4.5.1 PESTEL

This analysis is conducted with the analysis of the external factors that come from the country of implementation of COSI (Thailand) and from the millennials. As the brand will be implemented in Thailand it is important to analyze the country but it is to analyze the millennials as the hotel is targeting them.

Political factors:

- Government stability: Unstable with internal conflict between the government and the army. Some terrorism attacks present in the south of the country near the Malaysian borders.
Affect the business as in case of an attack tourists will refrain coming to Thailand.
- Government leadership: Constitutional monarchy with the prime minister who owns all the power on the country. Royalty can take part in any decision from the prime ministry whenever.
- Government highly promote tourism in Thailand abroad.

Affect the business in the good way as Thailand is relying a lot on tourism and promote it abroad which is relevant for COSI as it is an opportunity for the brand to be well-known.

Economic factors:

- Population: 68 863 514 habitants in 2016 (World Bank, 2017).
- Inflation rate: 1,744 % in 2016 (World Bank, 2017).
Affect COSI as the inflation rate is low COSI can keep the same operating cost over the year.
- Economy growth: 3,23% in 2016 in Thailand (World Bank, 2017).
Tourism industry represent 9,3% of the total GDP of the country in 2016 and continue growing every year (Turner, R., & Freiermuth, E. 2017).
As an hospitality brand in Thailand the increasing number of tourist in the country is an opportunity.
- Tourism industry continue increasing in the country every year; more than 29 million of tourist per year in 2015, which is beneficial for COSI as more people are coming into the country and so there is a bigger opportunity for the brand to get famous.
- Part of the ASEAN and of the Asian economic community to simplify transaction in between all the ASEAN countries.
It is beneficial for COSI as it simplifies the transaction in between ASEAN country.
- Part of the World Trade organization (WTO) in order to simply export and import in between all countries.
- Low unemployment rate: 0,6% in 2016 (World Bank, 2017).
Can affect COSI as Thai people are not attached with the company they are working for which can create a high turnover rate.
- Working hour: 8 hours per day and 48h per week maximum.
- Millennials are spending more on holidays than any other generations based on the percentage of their salary.
Affect the business as millennials are willing to travel more and it is beneficial for COSI.

Socio cultural:

- Millennials are willing to have more holidays than any other generation. As mentioned previously for millennials holidays are necessary and are not considered as a reward which is beneficial for COSI as the opportunities to gain brand awareness are higher within this generation.
- Millennials are looking into new experiences and are willing to simplify everything.
- Millennials are ultra-connected Thai people are ultra-connected which facilitate the communication.
It is important for COSI to communicate via new communication channels explained previously in order to communicate correctly to their target customer.
- Thai people are welcoming with tourist.
Affect COSI as Thai people have a good image abroad and motivate tourist to come to the country.
- High use of social media in the country.
- Scams are present in Thailand and tourist have to be careful about activities such as travel agency, tuk tuk or motorbike/jet ski rental.
Can affect the image of Thailand and can repeal tourist to come to the country.

Technological:

- Millennials are ultra-connected and are willing to find all their travel information via internet.
- Fast changes due to innovation in all the technology sectors.
- High 4G/3G coverage in all Thailand.
- Tourist sim card available in all airport to allow tourist to have a 3G/4G connection.
- Wi-Fi available in public places for free all-around Thailand which facilitate the connection for tourist in Thailand.
- E-commerce very popular for millennials generation especially regarding the tourism industry.
- Infrastructures in Thailand are considered on average regarding the international standard except for the train. Tourist can use Air, or road and the quality of these infrastructure will ensure a safe travel for them. It is important for COSI as tourist can easily go everywhere in Thailand.

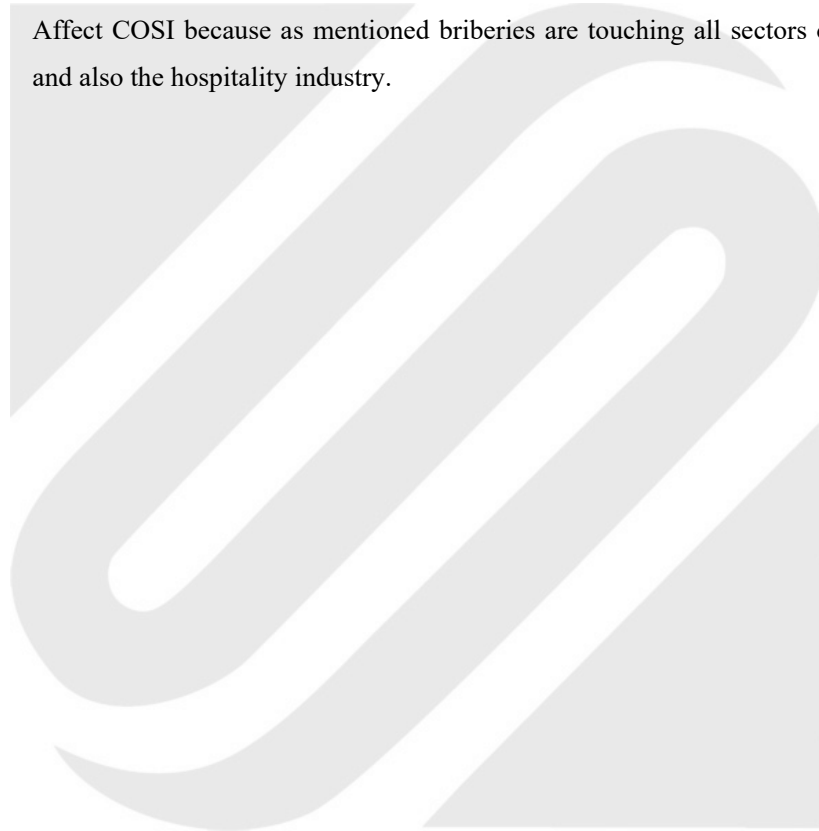
Environmental factors:

- High risk of flood especially during the rainy season (May-October). Can affect COSI directly as in case of flood the infrastructure can be damaged and it can refrain tourist to come to the country.
- High humidity all year around with peak during the rainy season.
Can affect COSI as the heat can refrain tourist to come to the country.
- High plastic pollution due to overusing the plastic in the country and cause a high pollution on earth and in the ocean. Affect COSI as it can refrain tourist to come in the country.
- Government are now trying to find solution to reduce pollution in Thailand by signing the Paris Climate Agreement in 2015.
- The rising level of the sea each year.
Affect COSI as it can damage the hotel infrastructure.
- Coral erosion due to the high number of boat and the old engine that are highly polluting the sea.
Can refrain tourist to come to the country as they don't want to be part of the pollution.
- High air pollution due to the high number of car and motorbike in all area of Thailand; Thai government plan to improve the public transportation in order to reduce this pollution.
Improvement of public transportation can be beneficial for COSI as if transportations are easier and faster can encourage tourist to visit more.
- Destruction of the marine environment due to over fishing and illegal fishing. This cause the erosion of the ocean floor and destruct a whole part of the ocean. Can refrain tourist to come to the country as they don't want to be part of the pollution.
- Soil erosion due to a sexploitation of the soil for intensive culture. Can refrain tourist to come to the country as they don't want to be part of the pollution.

Legal factors:

- Employment laws: No strict law regarding the employment for Thai citizen. Strict law for foreigners to work in Thailand. Thailand prioritize their own citizen before hiring foreigners.
Which is good for COSI as it is easy to found employee.

- Government promote tourism abroad, tourist is welcome in Thailand.
Affect COSI as it is an opportunity for the brand to be well-known abroad.
- Drug strictly prohibited in Thailand.
Don't affect COSI directly but as some tourist has been in trouble because of drug can affect the image of the country abroad.
- Visa: Strict rules apply for each tourist and overstay will be penalized.
Affect COSI as tourist in the country have to be careful about their VISA.
- Bribes and corruption in Thailand are present and apply to any sectors of activity.
Affect COSI because as mentioned briberies are touching all sectors of activity and also the hospitality industry.



4.5.2 SWOT

Strengths	Weaknesses
<ul style="list-style-type: none"> - Part of the Centara Hotel Group and enjoy the expertise of the group in the hospitality industry - New concept of hotel that is new in the market in Thailand - Follow the trends of millennials and know what they like or no 	<ul style="list-style-type: none"> - Lack of brand awareness as new player in the hotel industry - Lack of knowledge regarding the millennials behavior - High investment required in each new hotel
Opportunities	Threats
<ul style="list-style-type: none"> - Increasing number of tourist every year in Thailand - Millennials travelling more than any other generation - Millennials are looking into new hotels that propose new experiences and are not looking for traditional accommodations - High use of new technology and social media - Generation X starts to travel now and COSI should look on their needs and wants. 	<ul style="list-style-type: none"> - High competition in the hospitality industry in Thailand and in all ASIA. - Other hospitality group (Hilton, Marriott) create their brand that target millennials - COSI as part of Centara may result of a confusion for the customer as the group is well-known for high-end hotels - Collaborative economy with platform such as AIRBNB is growing

Table 4.1: SWOT Analysis

4.5.3 ANSOFF

ANSOFF matrix will give the direction for the marketing strategy that the company will have to use based on 2 axes; product and market. These Axis are divided into to two part each which are new and present. Based on this feature we can now select the marketing strategy according the matrix.

COSI hotel is considered as a new product as it is a new category of hotel especially for the Centara group. Regarding the market, the market exists now as the hotel targets millennials and the millennials market in term of tourism and travel is well established. We can see that the millennials are now an important segment of market in the tourism industry and millennials are the people who travel the most around the world. Millennials are now travelling and are deciding what type of accommodation they want. That's why we consider the market as an existing market. Indeed, the market of millennials is well established and that is why many hospitality brands are creating new brand that fit millennials expectation in term of tourism.

Understanding these factors and following the matrix the correct strategy is the Product development. Indeed, this strategy is used for new product with an existing market and as explained previously that's exactly where COSI is situated.

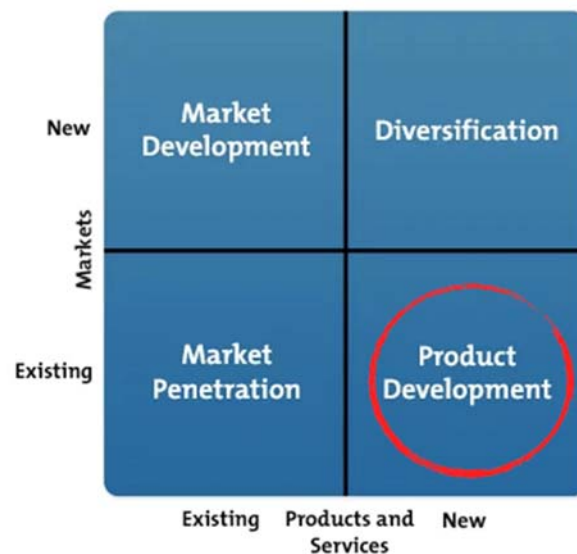


Figure 4.5: ANSOFF Matrix with selected strategy

4.6 Industry/competitors analysis

4.6.1 Porter's five forces analysis

Threats of new entrants: high due to a high number of new hotel every year

Threats of new entrants is considered as really high especially in Thailand as new hotels are build and opens every month. It is due to the increasing numbers of tourist per year in Thailand. Here the factors that make the threat of new entry considered as high:

- Time and cost: Cost can vary a lot from one time to another due to maintenance of the infrastructure which make the cost higher for a specific period of time. Cost also varies regarding the size of the business and the quality standards of the hotel. A luxury hotel will have higher cost than a budget hotel.
- Specialist knowledge: To enter the hotel industry it is important to have a good knowledge of the industry, in order to make the right decision and make sure to attract customers. It is important to stay up to date; and make sure that each employee follow a specialized job-training.
- Economies of scale: Based on the size of the hotel, bigger the hotel higher economies of scale.
- Cost advantages: private-own hotel have more flexibility on their investment, their infrastructure and their pricing strategy and the service that they offer as they decide by themselves what they propose.
- Barrier to entry are considered as low as it is quite simple to start a business in Thailand and the government encourage investment in the hotel industry.

Rivalry among existing competitors: high

- Number of competitors: 6 mains competitors targeting millennials and high number of hotel in south east Asia (no number exactly but more than 3700 new hotels room in Thailand in 2016).
- Quality differences: Important difference in between all hotels. Star rating in Thailand doesn't mean anything. A lot of hotel don't use start rating in Thailand. There is a high disparity in term of quality in between low and mid-scale hotel. For Upscale hotel, there is a standardization in term of quality. Quality also differ

from private hotel to hotel part of a group. Hotel part of a group have a certain standardization which result in general of a high quality.

- Other differences: different types of added service proposed by another hotel brand, (private hotel or hotel part of a group).
- Switching cost: High because consumer can easily go from a hotel brand to another depending on factor sur as the price and the quality of the hotel.
- Customer loyalty: For low and midscale, the loyalty regarding the hotel can be considered as low as they are looking for new experience each time. For Up-scale consumer are looking for a high-quality product with a standardization of the product, so the customer loyalty for upper scale is considered as high.
- Cost of leaving market: High because important investment in the hotel infrastructure at the beginning and leaving the market especially in the first year will result in an important loss of money.

Threat of substitution: high

- Substitute performance: depend on the consumer need, can depend on factors such as the price, the hotel standards.
- Cost of change: Depend on the customer wants and need. Can be high or low regarding the consumer choice.

The bargaining power of suppliers: high because COSI rely on third party company such as the online travel agency.

- Online travel agencies such as Booking.com or Agoda are necessary for COSI in order to increase the visibility of the hotel in all booking channels
- Number of suppliers: High number of supplier from the online travel agency, to the food and beverage suppliers. Suppliers of COSI hotel can be private company or chains.
- Size of suppliers: From small to big companies, privately-own or part of a group, COSI enjoy a wide variety of type of suppliers
- Ability to substitute: Low as changing from a supplier to another can cause some issue especially for the booking process. For the Food & beverage we can consider that the substitution is more flexible.
- Cost of changing: High as we can't really change COSI supplier especially for the booking process as the market is locked by big Online Travel Agencies which it

is not possible to go around them. Changing suppliers would result in an important loss of revenue for COSI.

The bargaining power of buyers: high

- Number of customer: All the millennials generation worldwide, they are looking into new hotel type proposing new service and offer an experience.
- Size of each order: Depending on how much time the customers stays and if he come alone or with friends or family. Each room can accommodate 2 people maxima.
- Differences between competitors: High as each hotel are different and each brand (private or part of a group) propose different service and offer different service provision depending on the quality of the hotel, the location, ...
- Price sensitivity: High, as consumer will compare the price of all the type of accommodation that are available and the price can be one of the reason why the customer will select COSI. Price is an important factor in the Hospitality industry.
- Ability to substitute: High because customer can choose another hotel for now significant reason.

4.6.2 Competition analysis

As this research paper is based on the hotel brand COSI and not specifically to the first hotel that they're opening in Ko Samui we will focus on competitors that are also targeting millennials and not geographic competitors. This analysis will help to understand how others brand create brand awareness for millennials.

We will separate the competitors into two parts direct competitors which are the other hotel brand that are targeting millennials and the indirect competitors the guest house, the bed and breakfast and the housing platform such as AIRBNB.

4.6.2.1 Indirect competitors

Housing platform such as AIRBNB:

These are online platform where private people are renting their own apartment/house to tourist via the platform. These types of holidays accommodation have been increasing considerably ever year. What's different

with platform such as AIRBNB is that you can now go on holidays and feel like you're at home. You have your own apartment with your own kitchen, you can do your own groceries meet local people. This trend is fitting exactly the mind of millennials. Price is also a factor of the rapid growth of platform like this, they are considered as cheaper than hotels which is understandable as there is not all the infrastructure of a hotel to manage as it is a place where people normally leave.

Even though AIRBNB in Thailand is prohibited there is still a lot of people who rent their place through this platform and it is undeniable that COSI should consider the importance of AIRBNB.

Bellow the difference revenue growth between 2014 and 2015 AIRBNB and other well-known hospitality brands. We can see a big gap between AIRBNB and the other players which show the increasing number of sales for AIRBNB and confirm the new trend of that new way of accommodation.

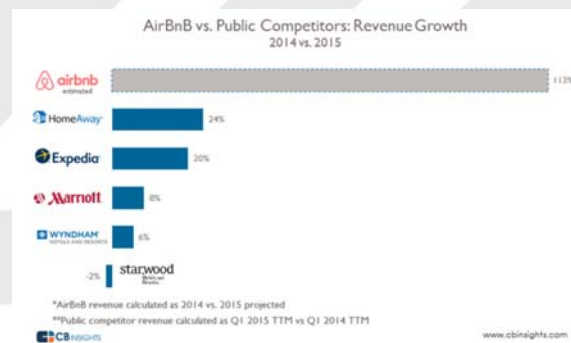


Figure 4.6: Hospitality revenue growth worldwide – 2014 VS 2015
 Source: Why That Crazy-High Airbnb Valuation Is Fair. (2015, June 22)

Guest House/Bed and breakfast:


They are considered as private accommodation where guest pays to stay in. The owner of the place live generally in the guest house. This type of accommodation is highly present in Thailand. Services quality varies based on the price of the guest house. Guest can sleep in a bed in dorm room sharing the bedroom with other to high quality bedroom offering a high-quality comfort. About

the price guest-house are often cheaper than hotel from the same category as it is own privately and it is generally relatively small place that can welcome a very few number of customers at the same time. The number of guest house in Thailand is high also due to the fact that you don't need any authorization if you have less then 4 rooms or if you accommodate not more than 20 peoples. These types of accommodation have been very popular in Thailand as it is a good way to earn money without too much investment. According to booking.com there is more than 1500 guest house around Ko Samui. These guest house cannot be ignored as potential competitors for COSI. Millennials are clients of this type of accommodation as it is really convenient and the price is really low.

4.6.2.2 Direct competitors

All the hotels brand that will be analyzed here are hotels that are similar to what COSI will propose in term of infrastructure; indeed, each of these propose high speed WI-FI all around the hotel, USB port, a relaxing/chilling area open 24/24, a mini mart, etc. In terms of services they propose the same thing also such as a simplified check-in/check-out via smartphone APP. These hotels are all targeting millennials and through this analysis will understand what makes each brand different. All the information about each competitor has been found on official website company, press release, and study conducted about these brands.


Table 4.2: Moxy Hotels

<p>Company's profile</p> 	<p>Moxy Hotels is a brand part of the Group Marriott. With more than 70% of Marriott hotel future opening are located in North America, Moxy plan to expand the market to be more international. Moxy hotel a focusing on the decoration of their hotel by proposing a stylish place.</p>
<p>Place</p>	<p>Present in Europe (Milan, London, Munich, Frankfurt, Ludwighafen, Berlin, Oslo, Aberdeen, Vienna and Stuttgart) and in North America (Tempe, New Orleans and New York City).</p>
<p>Competitive advantages</p>	<p>Enjoy the Marriott experience in the hospitality industry and already more than 10 hotels open worldwide in strategical location. Strong community toward the brand (More than 11.000 followers on Instagram). Bar open 24h/24h. Part of the Marriott reward program.</p> <p>High presence on social media and high number of followers, (>11,100 followers on Instagram)</p>

Target Market	Millennials people & generation X who travel all around the world and people that are looking for new kind of hotel for their stay.
Marketing strategy	<p>Word of Mouth – High use of social media by inviting customer to share their “MoxyAdventures” with the “#AtTheMoxy” or the “#moxyblackcanvas” which invite customer to create arts (photo, painting...) that moxy will expose in their hotel. Creation of a “web series” which is called “Do not disturb” where Taryn Southern (famous singers/youtubers) “interviewed” some famous youtubers, their message is “certain things can be said only in bed”. Moxy’s focusing their marketing online through all media channels but with a specification on media such as video or pictures.</p>
Product	<p>Corporate lifestyle hotel - New generation of hotel that are dedicated to millennials and that offers specific services that will fit millennials customers wants and needs.</p> <p>Self-service is in the center of MOXY DNA in order to simplify each step of the journey (online check-in, less interaction with Moxy employee...). 5 key points regarding the brand standard, the Exterior, the Library peace and quiet area, “The Welcome” the lobby separated into two parts, the entry part and the living room part, Casual and convivial place for F&B with a coffeehouse during the day that transformed to a lively bar at night and then the “lounge”. Moxy propose a 24/7 self-service,</p>


	meeting room, fitness room, a breakfast service with a real barista and freshly squeezed orange.
Pricing	Based on the place, the competition and the perceived quality of the customer. Goes approximately from 100\$ to 250\$.

Table 4.3: Aloft Hotel

Company's profile 	Founded in 2005 Aloft hotel is part of the Starwood hotels & resort group. Aloft is a brand that had been created to answer a new type of customer. The vision of Aloft is the creation of stylish urban influenced hotels with offering an affordable price. Aloft propose a complete experience going from the music, visuals and scents.
Place	Present worldwide with more than 250 hotels distributed in all the continent.
Competitive advantages	Part of Marriott/Starwood hospitality group and enjoy the knowledge of the group. Creation of Aloft TiGI, Text it Get it with emoji menu where you order what you want by using text message. Testing room service delivery with automatic robot. Live band in the bar of the hotels.
Target market	Millennials people & generation X who travel all around the world and people that are looking for new kind of hotel for their stay.
Marketing strategy	Experiential marketing, use all of the sense in the hotel; from the scent to the vision. Partnership with big players in the music industry such as MTV Asia. Creation of contest "AlofStar" which is a music contest where people submit their music and people vote for them. They are focusing their marketing


	activities based on the music and the experience through social media.
Product	Corporate lifestyle hotel - New generation of hotel targeting millennials that will propose new service that will result into a new kind of hotel that propose added service that will fit the millennials needs and wants; designed hotel, high speed connection, check-in check-out simplified.
Pricing	Based on the place, the competition and the perceived quality of the customer. Goes approximately from 10\$ to 250\$.

Table 4.4: ACE hotel

<p>Company's profile</p> 	<p>The first ACE hotel opened in 1999 in Portland.</p> <p>The first hotel was an old “halfway house” and has been transformed into a cheap hotel with a new design that would appeal create people. The explanation in the US started in 2006 till now. Each ACE hotel have their own style and ambiance. Their focusing their brand on the style of their hotel. Each hotel has a specific “soul”</p>
Place	Present in the USA (Chicago, New Orleans, Pittsburgh, Los Angeles, Palm spring, New York, Portland, Seattle) and in Europe (London) and future opening in Australia.
Competitive advantages	<p>Don't rely on the social media for the communication.</p> <p>Higher margin compared to hotel of the same category due the higher price.</p> <p>Wide range of added products.</p>

Target market	Millennials people & generation X who travel all around the world and people that are looking for new kind of hotel for their stay.
Marketing strategy	<p>Focusing on a strong visual brand image enhanced by word of mouth and press. ACE hotel use nontraditional means of communication. Extensive cross branding with collaboration with another brand such as Havianas. Creation of an ACE E-shop that look like a concept store, they even have their own theatre.</p> <p>ACE tend now to use more social media for their future opening in Australia to increase their brand awareness.</p>
Product	Corporate lifestyle hotel - New generation of hotel targeting millennials that will propose new service that will result into a new kind of hotel stays. ACE Hotels are focusing on the visual of their brand and that's what make the difference compared to another hotel brand.
Pricing	High price compared to the competitors. Price based on perceived quality. Price goes from 380\$ to 1100\$ depending on the type of room and the place of the hotel.

Table 4.5: Hotel G

<p>Company's profile</p> 	Hotels G are owned by GCP hospitality group. They consider themselves as a lifestyle hotel brand. Hotels G have their own hotel and also create partnership with other well-known hotel brand such as Pullman in order to create "Pullman G"
Place	19 Hotels in the USA and Asia

Competitive advantages	They are focusing their activities on the city expertise of where the hotel is implanted. Brand awareness due to partnership with other hotel brands. Hotels G are always strategically located in the city, in the city center, close to public transportation.
Target market	Millennials people & generation X who like to travel. People that are looking for new kind of hotel for their stay. People who like the authenticity and are looking for a real expertise of the city.
Marketing strategy	<p>Traditional marketing with the use of social media to increase the brand awareness.</p> <p>Corporate social responsibility: partnership with association such has “Creativity explored” which is an organization that work with disabled artist. The pieces of art are places inside the hotel and are sold to the customer, 50% of the total price goes directly to the artist.</p> <p>Word of mouth is also important for Hotel G.</p>
Product	Corporate lifestyle hotel that offers a real expertise on the city. They select in general old building that have a real story to tell such as the Hotel G in San Francisco that exists since 1909. Each hotel of the group have his own story which make each of them unique.
Pricing	Medium-high price compared to the competitors. The price is based on the competitors around the hotel and from the perceived value from the customer. Around 200\$-300\$ for a room.

Table 4.6: Canopy Hotel



<p>Company's profile</p> 	<p>Canopy is the new hotel brand of the Hilton group. The brand exists since 2016 with planning to open the first hotel in 2017. They're focusing their activities on the fact that they care about the local population by proposing local product.</p>
<p>Place</p>	<p>For now, they only one hotel located in Reykjavik but planning to open several in the USA by the end of 2017. Expansion strategy to all the USA and some Chinese city till 2019.</p>
<p>Competitive advantages</p>	<p>Uses of local and fresh product for the F&B. Breakfast Bags delivered to the door directly. Cocktails tasting every evening to discover the local drinks. Free filtered water to all customers. Design based on the local architecture. Local fitness option "canopy bike"</p>
<p>Target market</p>	<p>Millennials and generation that love to travel and meet the local culture.</p>
<p>Marketing strategy</p>	<p>Traditional marketing with the use of social media with focusing on the local part of each Canopy hotel Word of mouth</p>
<p>Product</p>	<p>Corporate lifestyle hotel - Canopy proposes different hotels in each of the location. But the common point to each of them if that each hotel is connected to the local culture. Each of them will propose local food and drink that are related to the culture of the hotel implementation.</p>
<p>Pricing</p>	<p>Medium high price base on the consumer quality perception – Around 300\$ per room depending on the location</p>

Table 4.7: Tru by Hilton

<p>Company's profile</p> 	<p>TRU By Hilton is the newest brand of the group Hilton. This brand is tending to focus on millennials by proposing designed hotel that will suits the millennials wants and needs.</p>
<p>Place</p>	<p>Hotels all around the US with a total number of 18 by the end of 2018.</p>
<p>Competitive advantages</p>	<p>Enjoy the expertise in the hospitality industry of the hotel group Hilton. Important presence all over the USA.</p>
<p>Target market</p>	<p>Millennials people & generation X who travel all around the world and people that are looking for new kind of hotel for their stay. People who wants a standard type of hotel and who want each step of the travel to be simple.</p>
<p>Marketing strategy</p>	<p>Traditional marketing with the use of social media Brand image Word of mouth Using the personalization strategy such as “make your own Greek yogurt and donuts”</p>
<p>Product</p>	<p>Corporate lifestyle hotel - New hotel brand that propose a quality standard towards all their hotel.</p>
<p>Pricing</p>	<p>Low medium pricing depending of the location of the hotel. Penetration strategy. Room around 90-150\$ depending on the location.</p>

From this analysis and the research made for this analysis, we understand that some of these brands are performing really good for millennials where some no.

The most powerful brand for this target group is MOXY they are using all the millennials codes and that's why it can be considered as a reference. Aloft using social media and try to use the millennials code but don't use it correctly. They use social media in a traditional way by proposing discount by following them there is no real interaction between the customer and the brand. It is also confusing for Aloft as the booking process is complicated as customers are redirected to the Marriott/Starwood booking system. True by Hilton can be compared to ALOFT the only difference is that Tru uses personalized mass marketing.



Brand such as ACE and hotel G are can be considered as performant for millennials and it is due to the fact that they don't use traditional media but use other media and other way to communicate which attract the millennials.



Canopy by Hilton is also a good example of how to reach millennials they mixed the use of social media and the local expertise of their hotel which created a mix and match.



It is important for COSI to analyze these competitors in order to understand what works or no for millennials. COSI can use what the competitors did at the beginning to create brand awareness.


Combing previous information about COSI's competitors, strengths and weaknesses of each competitors will be analyzed. All the information's are from official company's website and press release.

Table 4.8: Strengths and weaknesses of competitors

Hotel brand	Strengths	Weaknesses
	<ul style="list-style-type: none"> - Strong analysis of the market on how to communicate effectively to millennials. - Hospitality knowledge from Centara hotel group. - The brand only focusing on millennials. 	<ul style="list-style-type: none"> - Low brand awareness due to the recent creation of the brand. - Only one hotel in a highly touristic area where the competition between hotels is high.
	<ul style="list-style-type: none"> - High presence on social media especially Instagram with a strong communication of followers. - Several hotels in the world and the brand continue expanding. - Hospitality knowledge and support from Marriott hotel group. - Already well-established 	<ul style="list-style-type: none"> - Perception from the customer of a high price due to the fact that MOXY is part of the Marriott group. - Creation of other brand that are targeting millennials which create a high competition level in the market.

	brand for millennials.	
	<ul style="list-style-type: none"> - Several hotels in the world. - Strong brand awareness toward all target market. - Hospitality knowledge from Starwood. - Focusing on the music and got support from Pop music star such as Avril Lavigne which create brand recognition. - Using senses marketing. 	<ul style="list-style-type: none"> - Incorrect use of social media. - Using booking platform of Starwood and Marriott which confused the customer. - Considered by customer as a traditional hotel and not a corporate lifestyle hotel.
	<ul style="list-style-type: none"> - Use of non-traditional media to attract the customer. - Different hotels in the USA, in Europe and soon in New Zealand. - Propose more than an hotel but a full experience with an e-shop, theater, 	<ul style="list-style-type: none"> - Lack of brand awareness due and brand recognition due to a non-social media communication. - Price can be considered as a weakness as it can refrain customer to book the hotel

		as the it is more expensive than another hotel of the same category.
	<ul style="list-style-type: none"> - Focusing on the local expertise of the city. - High use of Corporate Social responsibility - 19 hotels located in the US and in Asia. 	<ul style="list-style-type: none"> - Confusion for customers to understand what exactly Hotel G due to their partnership with another brand - Can be considered as luxury hotel and too expensive
	<ul style="list-style-type: none"> - Focusing on the local knowledge of each hotel, hotels are locally inspired. - For now, only one hotel but they are planning to open several in the US. - Hospitality knowledge from Hilton group. - 	<ul style="list-style-type: none"> - Low brand awareness due to the recent launch of the brand. - Price can be considered as expensive and can refrain customer to book as price is slightly more expensive than hotel from the same category.

	<ul style="list-style-type: none"> - Opening 18 hotels all around the US in strategic area (airport, touristic city,). - Hospitality knowledge from Hilton group. - Using personalized marketing. 	<ul style="list-style-type: none"> - Incorrect use of communication channels to reach millennials. - Using booking platform of Hilton which confused the customer. - Considered by customer as a traditional hotel and not a corporate lifestyle hotel.
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4.7 Market analysis

4.7.1 Market summary

COSI as a new hotel brand targeting millennials, the market summary will be based on the millennials hospitality industry market and the tourism industry in Thailand as COSI will be implemented in Thailand at first.

Millennials are considered as the biggest generation. The specificity of this generation is that the age group is really important it goes from 17 to 37. What is important to understand is that now all millennials are buying what they want and decide what they buy by themselves. Previously in this research, we learned that millennials are the people who see vacations as something that they need and not a reward. They spend more money on holidays than any other generation. There is actually 92 million of millennials worldwide and according to Vicky Gelfeld (2016) 40% of this generation are willing to travel which represent more than 55

million of millennials that are willing to travel. That's why it is important for brand to propose new type of accommodation that will sue their expectation. Millennials are looking for their holidays new way of travelling and want to enjoy each minutes of their journey. They want everything to be the simple and effective. They are looking into new experience that will make their trip unique. Millennials are not looking for Traditional with traditional service. They rely a lot on the review from other customer and like to feel part of a community.

Tourism in Thailand is an important part of the economy and the government promote tourism in Thailand in foreigner countries. Tourism in Thailand represent more than 9% of the GDP of the country. The number of tourist continue to increase every year with more than 25 million of tourist entering the country in 2016. People are coming to Thailand to discover the culture, the biggest tourist area are Bangkok, Chiang Mai, Ko Samui, Pattaya. It is important for hotel in these areas to stay attractive for tourist as the competition is really High. Creating a new brand such as COSI in Thailand will answer the need for millennials that goes to Thailand for new Lifestyle corporate hotel.

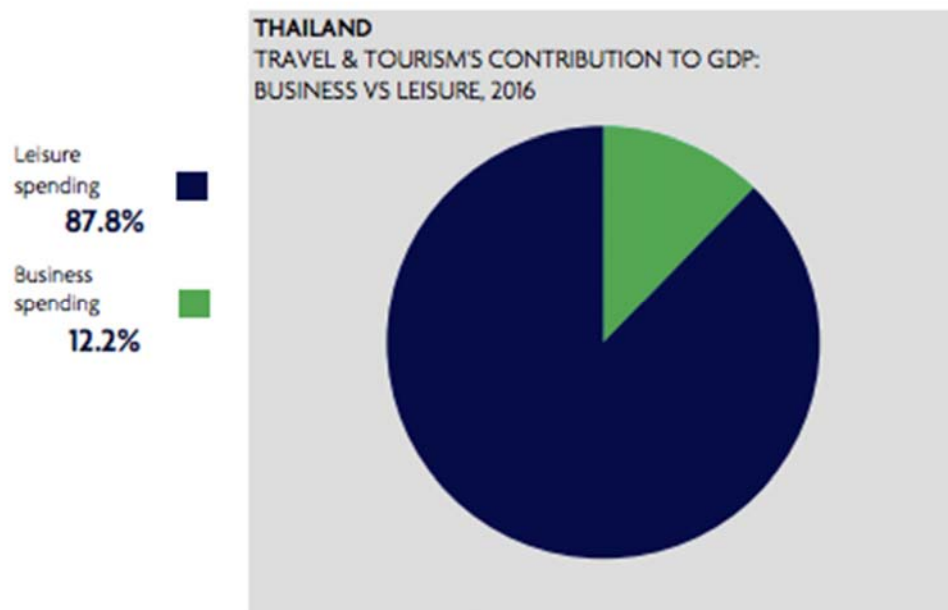


Figure 4.7: Repartition of the contribution of tourism to the GDP of Thailand

Source: Turner, R., & Freiermuth, E. (2017). TRAVEL & TOURISM

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It is also interesting to look at the fact that the most important revenue from tourist in Thailand come from leisure tourism and not business tourism. It shows that people come in Thailand for their holidays and not to work.

4.7.2 Market analysis

The market analysis will be based on the hospitality industry in Thailand as COSI will be implemented in Thailand and maybe expand to other country later on but for now their hotels will be based in Thailand. The hotel industry for millennials especially will be analyzed later on.

About the country, Thailand offer good infrastructure to make tourist enjoy their stay. They have different international airport and the airline connection between cities is also considered as good as many airlines propose connection intercity. The road is also considered as good all around the country with highway that link cities between each other. In big cities such as Bangkok there is an important problem of traffic congestion during the peak hour. The public transportation in Bangkok is considered as good but the problem is that BTS and MRT line are going only in certain area of Bangkok and so there is a lot of area with no public transportation which is why the traffic is so important.

As mentioned previously tourism in Thailand is really important and let's see the hospitality industry in the country. We can distinguish different types of tourist accommodation in Thailand; Guest house, Hotels, House Sharing. The two most important are the Guest House and the hotels. Even if AIRBNB is illegal in Thailand as mentioned previously there are still people doing it and there is the demand from the customer for house sharing (via AIRBNB).

About the guest house there is no number on how many there is exactly in Thailand but as seen previously as there is no authorization needed to open a guest house they are highly present in Thailand. They are so popular in Thailand because they can propose really low price which attract tourist that are on a budget such as

the backpackers. As they are privately owned and don't have any authorization there is no quality standard and the service and the quality of the accommodation can vary a lot from a guest house to another which can be confusing for the customers.

The hotel industry in Thailand is really big and all kind of hotel are present going from the small budget hotel to the huge ultra-luxurious hotel. Hotels in Thailand have an occupancy rate around 65% (Hetherington, S. (2016)). There is actually no number on how many hotels are in Thailand but according to Hetherington, S. (2016) there was more than 3700 new hotel rooms around all the country. Hotels in Thailand are part both chain hotel that are part of hotel group or private hotel that are privately own. Hotel industry landscape is really wide. As there is no legal classification of the hotel in Thailand the service varies from one hotel to another. All the big hotel group such as Accor or Hilton for example are present in Thailand. The average price per room in the country is 2104,54THB in March 2016. The competition is really high in Thailand for hotels and customers are really price sensitive as and that why hotels have to look at their competitors to set the correct price in order to attract customer.

	INTERNATIONAL VISITOR ARRIVALS	NUMBER OF NEW ROOMS	OCCUPANCY	AVERAGE DAILY RATE (ADR)	REVENUE PER AVAILABLE ROOM (REVPAR)
Bangkok	15.7 million (YTD October 2015)	1,314	69.3% (YTD November 2015)	THB 5,804 (YTD November 2015)	THB 4,025 (YTD November 2015)
Phuket	3.1 million (YTD November 2015)	933	71.4% (YTD November 2015)	THB 3,741 (YTD November 2015)	THB 2,672 (YTD November 2015)
Koh Samui	857,051* (YTD October 2015)	75	-	-	-
Pattaya	7.1 million (2016)	991	-	-	-
Chiang Mai	870,995 (YTD November 2015)	136	-	-	-
Krabi	1.5 million* (YTD October 2015)	302	71% (YTD September 2015)	THB 2,722 (YTD September 2015)	THB 1,920 (YTD September 2015)

Figure 4.8: Quick fact about tourism industry in major touristic area in Thailand
Source: Hetherington, S. (2016). Hotel destinations Thailand.

4.8 Hotel industry for millennials analysis

As seen previously in the competitive analysis we understand that there is now an important demand from millennials for new type of hotel. That's why almost all the big brand hotel brand is creating their new brand that targets millennials. As mentioned previously 40% of the millennials are willing to travel which is represent an important part of the population and that's why it is important to create new hotel that will fit their expectation.

In this market, there is MOXY which is on the biggest player in the industry. Moxy know how to communicate to millennials and they have now hotels in North American and Europe. They can be considered as pioneer in this market. They understand what to do in term of accommodation by proposing stylish hotels with a special atmosphere. Their communication via social media's working correctly and they are willing to open new hotel in the future. Moxy involve their customer in the life of the hotel via their communication. They invite their customer to share all their experience via social media. MOXY is for now not present in South East Asia.

Aloft hotel are also targeting millennials even though they don't communicate properly as they are using traditional media and they are using them in a traditional way. They are not involving their customer in the hotel's life. Their hotels are based on the experience of the senses going from the scent to the view. They are also communicating about the music and they created partnership with some TV channels specialized in the music such as MTV Asia. They are present worldwide and they have one hotel in Bangkok. From research, it shows that ALOFT targets millennials but are not successful to that. Their customers are in general older than the millennials generations. It is due to their lack of communication. It is also due to the fact that they are using the communication channels of the Starwood group even for the reservation process they are using the one of Starwood which confuse the consumer as Starwood is considered as a traditional hotel brand that propose high-end traditional hotels.

ACE Hotels are present in the US and in Europe. They are targeting millennials and they're doing it great. They're using nontraditional media to communicate. They use press and cross-branded product such as collaboration with

Havianas. They also have their own E-SHOP that look like a concept store that propose all kind of articles going from clothing to house candles. Atelier ACE is their own brand that produce clothing and other goods they have their own theater in Los Angeles and are event organizer. They're important player in the hotel millennials market as they're getting well-known without the social media. They are tending to start now to use social media for their new hotel in New Zealand to combat low brand awareness.

Hotel G is an hotel brand owned by GCP hospitality service. They're added service is the city expertise. About the communication they're using social media but they are mainly focusing on Word of Mouth and that's how they have been famous. They also create partnership with other hotel brand such as Pullman (Pullman G) but it can create confusion for the customers as they don't know what kind of hotel to expect if it is an hotel G or another brand. They also use Corporate social responsible by partnering with association that help disabled artist. They have now 19 hotels in the US and Asia.

Canopy by Hilton is the new hotel brand dedicated to millennials by Hilton. This brand focus on the local expertise of each place where the hotel will be implemented. Canopy is not famous for now on social media as they're not even open yet but they will focus their communication on the Word of Mouth and social media. Their communication message will highlight the fact that they promote the local culture. Their message is that each hotel is different but in each hotel of their brand customers will be connected to the local culture through all aspects of the hotel from the hotel design to the cocktails proposed at the bar.

Tru by Hilton is also another brand of Hilton that target millennials they will propose standardized hotel. They will use social media the leverage their brand awareness. They will also use the personalized mass marketing by proposing to the customer to customize their food such as the personalization of the Greek yogurt and the donuts for the breakfast. They will communication will be based on the community and that be going to their hotel you'll be part of the Tru community. They are planning to open hotels all around the US.

From this explanation, we can see that the competition in this particular is high and some brand are working well while others are trying to reach millennials but are still using old communication channels and old way to communicate which result into a fail regarding to millennials.

4.9 Market segmentation

4.9.1 Target customer

Millennials generation are the target customer of COSI. The target market will be analyzed through 4 factors; Demographic, Geographic, Behavioral, Psychological. The target market as already been decided by COSI group and they did research before launching their brand.

Defining the target marketing is important in the marketing plan as it will allow marketers to understand who are their customers. It will make the marketing plan more efficient.

Table 4.9: Target customer.

Demographic	Geographic	Behavioral	Psychological
Male and Female Worldwide tourist 17 to 37 years with focusing on 17 to 32 years Students, full time employee, Self-employed people Middle class	Worldwide with focusing on People from Asia, North America and Europe	Enjoy travelling Connected people Like to share their life on social media Willing to try new experiences	Like discover new culture Out going Like to socialize with others Globe trotter

4.9.2 Positioning

Positioning will help COSI to positioned themselves towards their competitors.

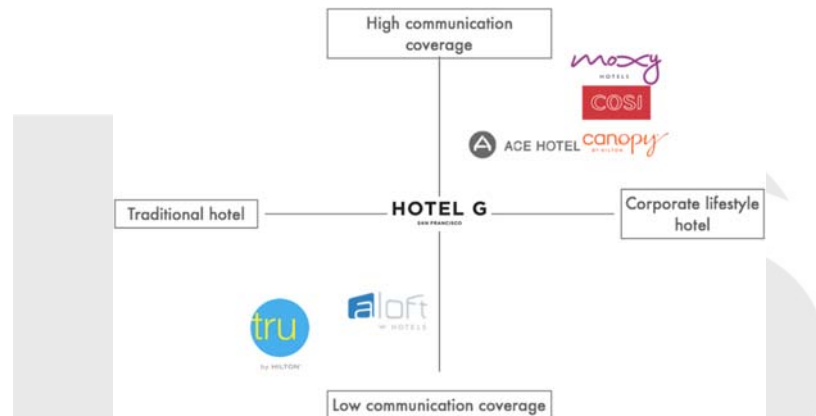


Figure 4.9: Positioning map – Communication coverage VS hotel type

The two axes of this positioning are the communication and the type of hotel. About the positioning of COSI we can observe that COSI is slightly under MOXY for the communication coverage. As mentioned previously MOXY is the pioneer and the strongest hospitality brand that targets millennials. As COSI conducted a strong analysis of all the communication channels for millennials they're communication will fit millennials expectations. That's the challenge for COSI make sure to use the correct communication channels.

Based on these two axis Tru and Aloft are considered a traditional hotel and not as a Lifestyle corporate hotel and their communication coverage is low as they are using different communication support but they're using it in the traditional way which is not what millennials are looking for.

Hotel G is positioned in the middle of both as the brand propose an hotel that is in the middle between a traditional hotel and a new type of hotel. ACE is positioned a little under COSI in term of communication coverage as they're using nontraditional way to communicate and they are tending now to communicate through social media to increase their brand awareness. Canopy is considered at

the same level than COSI for the corporate lifestyle hotel and slightly under COSI for the communication coverage as they are new in the market.

4.10 Marketing strategy

Now that all external, internal analysis and conducted and that the target market has been correctly described, the marketing strategy can be now conducted. It's considered as all the communication/marketing technique that COSI will use for their marketing campaign.

4.10.1 Goal and objectives

Defining goals and objectives for a marketing strategy is important as it will help marketing to take the correct direction on what to do. Objectives make the marketing plan credible. SMART method will be used to identifies the goals of the marketing plan. SMART method is interesting to use as it gives clear and detailed information about the objectives. This method is based on 5 features which are Specific, Measurable, Attainable, Realistic and with a time bound in order to create reachable goals.

Table 4.10: Marketing plan objectives

Goals	Objectives	Marketing mix
Create of brand awareness toward millennials	<p>Increase the number of fan on social media to 10.000 in the 8 months after the opening of the first hotel (1250 followers per month)</p> <p>Be on the top accommodation brand targeting millennials 1 year after the first hotel opening.</p> <p>Be one of the top brand on google when typing accommodation for</p>	<p>Online Marketing</p> <p>Word of mouth</p> <p>Content marketing</p> <p>Discount</p> <p>Sales promotion with non-franchise building</p>

	<p>millennials by the beginning of July 2018</p> <p>Increase the brand awareness towards millennials</p>	
Improvement of the customer loyalty	Increasing the customer satisfaction in general	<p>Improvement of the quality of the service proposed by COSI</p> <p>Creation of a rewarding program</p>
Improvement of the operation and of the service	<p>Inventory control of the room inventory every 2 weeks</p> <p>Improvement of all the process of the hotel (cleaning services, bookings, ...) every three months</p> <p>Improvement of the service at the bar every three months</p>	<p>Brand audit based on the efficiency of the process and services of COSI</p> <p>Customer satisfaction survey based on the cleanliness, the overall service, and the ambiance of the hotel</p>

4.10.2 Consumer Survey Data Analysis and findings

This part, will focus on the result of the answer of the survey collected. The analysis has been done with the use of an SPSS program.

The survey has been distributed to 200 persons. Target people of the survey were men and women between 22 to 36 years old (millennials) with focusing on the youngest millennials (22 to 32 years old), living anywhere in the world, that like travelling. All the data had been analyzed by using a SPSS software in order to understand what factors are important and influence the millennials in their buying decision toward their holidays accommodation.

The important findings from the data analysis of the variable list include:

1) Descriptive data analysis of the respondents

Table 4.11: Summary of demographics, habits and buying decision of the respondents

<i>Gender</i>					
Male			Female		
78 (39%)			122 (61%)		
<i>Age</i>					
17 to 21 years old	22 to 26 years old	27 to 32 years old	33 to 36 years old	38 years and over	
14 (7%)	91 (45.5%)	58 (29%)	20 (10%)	17 (8.5%)	
<i>Living location</i>					
Europe	North American	South America	Asia	Oceania	Africa
90 (45%)	20 (10%)	3 (1.5%)	82 (41%)	3 (1.5%)	2 (1%)
<i>Actual position</i>					
Student	Self employed	Full time employed	Senior management level	Professional (doctor, army, ...)	Unemployed (1 year break, traveling)
75 (37,5%)	17 (8.5%)	74 (37%)	11 (5.5%)	7 (3.5%)	16 (8%)
<i>Monthly income is US \$ after taxes</i>					
No income	Less than 999	Between 1000 and 1999	Between 2000 and 2999	Between 3000 and 3999	
30 (15%)	41 (20.5%)	51 (25,5%)	34 (17%)	12 (6%)	

Between 4000 and 4999	Between 5000 and 5999	Between 6000 and 6999	Between 7000 and 7999	8000 and above
6 (3%)	11 (5.5%)	4 (2%)	1 (0.5%)	10 (5%)

How much are you willing to spend for your holidays? (in US \$)

Less than 999	Between 1000 and 1999	Between 2000 and 2999	Between 3000 and 3999
46 (23%)	52 (26%)	35 (17.5%)	31 (15.5%)
Between 4000 and 4999	Between 5000 and 5999	Between 6000 and 6999	7000 or higher
14 (7%)	10 (5%)	4 (2%)	8 (4%)

How often do you travel per year?

1 to 2 times a year	3 to 4 times a year	5 to 6 times a year
60 (30%)	71 (35.5%)	41 (20.5%)
7 to 8 times a year	9 to 10 times a year	More than 10 times a year
13 (6.5%)	2 (1%)	13 (6.5%)

Where do you buy your trip?

I always go on a group tour	I just pack my bag and go	My local travel agent arranges everything	I book everything by myself (online)
3 (1.5%)	21 (10.5%)	3 (1.5%)	173 (86.5%)

How long do you stay at your vacation destination?

Week-end	Less than a week	One week	Two weeks
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14 (7%)	75 (37.5%)	70 (35%)	30 (15%)		
Three weeks	Four weeks	More than four weeks			
7 (3.5%)	1 (0,5%)	3 (1.5%)			
<i>With who are you travelling the most?</i>					
I am a solo traveler	With my partner	With Group of friends	With my family		
27 (13.5%)	74 (37%)	63 (31.5%)	36 (18%)		
<i>What do you like to do during your holidays? (multiple answers)</i>					
Sight seeing	Adventure	Beach	Urban life	Activities (hiking,)	Nightlife
149 (74.5%)	111 (55.5%)	150 (75%)	97 (48.5%)	102 (51%)	93 (46.5%)
<i>By which communication channel you would like to get information from the hotel? (multiple answers)</i>					
Email	Phone	Text message	Facebook	Instagram	
168 (84%)	43 (21.5%)	60 (30%)	67 (33.5%)	20 (10%)	
Twitter	Snapchat	YouTube	Line/WeChat		
4 (2%)	4 (2%)	9 (4.5%)	16 8%		

From the table 4.11 it shows that majority of the respondent are women between 22 and 26 years, mostly from Europe and Asia. Most of the respondent are student or full-time employees with an income (in US \$ after taxes) between 1000 and 1999\$. Majority of them travel 3 to 4 times a year and book everything by themselves, online and travel with their partner or with friends. During their holidays respondent like to visit (sight-seeing), go to the beach, and do activities such as hiking they are also looking for adventures. Most of them are expecting to receive information from their accommodations by E-mail.

4.10.2.1 Gender

Table 4.12: Frequency and percentage of respondent's gender

		Gender			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	78	39,0	39,0	39,0
	Female	122	61,0	61,0	100,0
	Total	200	100,0	100,0	

Table 4.12 shows that the majority of the respondents are female 61% and 39% are male.

4.10.2.2 Age range

Table 4.13: Frequency and percentage of respondent's age

		Age range			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	17 to 21 years old	14	7,0	7,0	7,0
	22 to 26 years old	91	45,5	45,5	52,5
	27 to 32 years old	58	29,0	29,0	81,5
	33 to 37 years olds	20	10,0	10,0	91,5
	38 and over	17	8,5	8,5	100,0
	Total	200	100,0	100,0	

Table 4.13 shows that the majority of the respondents have between 22 and 26 years old (45.5%), then between 27 and 32 years old (29%), third between

33 to 37 years old (10%), fourth 38 years old and over (8.5%), and the rest of the respondent have between 17 and 21 years old (7%).

4.10.2.3 Living location

Table 4.14: Frequency and percentage of respondent's living location

		Living location			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Europe	90	45,0	45,0	45,0
	North America	20	10,0	10,0	55,0
	South America	3	1,5	1,5	56,5
	Asia	82	41,0	41,0	97,5
	Oceania	3	1,5	1,5	99,0
	Africa	2	1,0	1,0	100,0
	Total	200	100,0	100,0	

Table 4.14 indicated that most of the respondent are from Europe (45%), second from Asia (41%), third from North America (10%), fourth South American (1.5%) and Oceania (1.5%) then the rest come from Africa (1%).

4.10.2.4 Monthly income

Table 4.15: Frequency and percentage of respondent's monthly income

		Monthly income (US Dollar after tax)			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No income	30	15,0	15,0	15,0
	Less than 999	41	20,5	20,5	35,5
	Between 1000 and 1999	51	25,5	25,5	61,0
	Between 2000 and 2999	34	17,0	17,0	78,0
	Between 3000 and 3999	12	6,0	6,0	84,0
	Between 4000 and 4999	6	3,0	3,0	87,0
	Between 5000 and 5999	11	5,5	5,5	92,5
	Between 6000 and 6999	4	2,0	2,0	94,5
	Between 7000 and 7999	1	,5	,5	95,0
	8000 and above	10	5,0	5,0	100,0
	Total	200	100,0	100,0	

Table 4.15 reveals that majority of the respondent have an income between 1000 and 1999\$ (25.5%); the second majority have less than 999\$ (20.5%); third between 2000\$ and 2999\$ (17%); fourth have no income (15%); fifth have between 3000\$ and 3999\$ (6%); sixth have between 5000\$ and 5999\$ (5.5%);

seventh have 8000\$ or more (5%); eighth have between 6000\$ and 6999\$ (2%); then the rest have between 7000\$ and 7999\$ (0.5%).

4.10.2.5 Actual position

Table 4.16: Frequency and percentage of respondent's actual position

		Actual position			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Student	75	37,5	37,5	37,5
	Self employed	17	8,5	8,5	46,0
	Full time employed	74	37,0	37,0	83,0
	Senior management level	11	5,5	5,5	88,5
	Professional (Doctor, Army, Police, Government officer)	7	3,5	3,5	92,0
	Unemployed (Travelling, 1year break, ...)	16	8,0	8,0	100,0
	Total	200	100,0	100,0	

Table 4.16 indicates that most of the respondent are student (37.5%), then they are full time employed (37%); followed by self-employed (8.5%); then unemployed people (8%); then the senior management level (5.5%); the rest are professional (doctor, army, police,) (3.5%).

4.10.2.5 How much are you willing to pay for your holidays per year in US \$

Table 4.17: Frequency and percentage of respondent's how much are you willing to pay for your holidays per year in US \$ per year including week-end trips

		How much are you willing to pay for your holidays ?			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 999	46	23,0	23,0	23,0
	Between 1000 and 1999	52	26,0	26,0	49,0
	Between 2000 and 2999	35	17,5	17,5	66,5
	Between 3000 and 3999	31	15,5	15,5	82,0
	Between 4000 and 4999	14	7,0	7,0	89,0
	Between 5000 and 5999	10	5,0	5,0	94,0
	Between 6000 and 6999	4	2,0	2,0	96,0
	7000 or higher	8	4,0	4,0	100,0
	Total	200	100,0	100,0	

From table 4.17 the majority of the respondents are spending between 1000\$ and 1999\$ (26%); then less than 999\$ (23%); then between 2000\$ and

2999\$ (17.5%); then between 3000\$ and 3999\$ (15.5%); then between 4000\$ and 4999\$ (7%); then between 5000\$ and 5999\$ (5%), then 7000\$ or more (4%); then the rest spend between 6000\$ and 6999\$ (2%).

4.10.2.6 How often are you travelling per year?

Table 4.18: Frequency and percentage of respondents how often are you travelling per year

How often do you travel per year ?				
	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1 to 2 times a year	60	30,0	30,0	30,0
3 to 4 times a year	71	35,5	35,5	65,5
5 to 6 times a year	41	20,5	20,5	86,0
7 to 8 times a year	13	6,5	6,5	92,5
9 to 10 times a year	2	1,0	1,0	93,5
More than 10 times a year	13	6,5	6,5	100,0
Total	200	100,0	100,0	

Table 4.18 indicates that the majority of respondents are travelling 3 to 4 times a year (35.5%); followed by 1 to 2 times a year (30%); third 5 to 6 times a year (20.5%); fourth 7 to 8 times a year (6.5%) and more than 10 times a year (6.5%); then the rest between 9 and 10 times a year (1%).

4.10.2.7 Where do you reserve your trip?

Table 4.19: Frequency and percentage of respondent's where do you buy your trip

Where do you buy your trip ?				
	Frequency	Percent	Valid Percent	Cumulative Percent
Valid I always go on a group tour; therefore, my local travel agent arranges everything for me	3	1,5	1,5	1,5
I just pack my bag and go, and figure out bookings when I get to my destination	21	10,5	10,5	12,0
My local travel agent arranges everything for me	3	1,5	1,5	13,5
I book everything by myself (online)	173	86,5	86,5	100,0
Total	200	100,0	100,0	

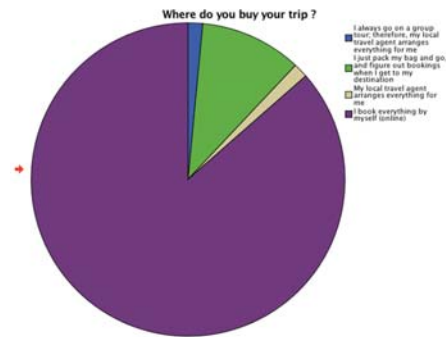


Figure 4.10: Percentage of respondent's where do you reserve your trip

Table 4.19 and figure 4.10 shows that the majority of the respondents are reserving their holidays by themselves online (86.5%); then they just pack and go and don't book in advance (10.5%); the rests are going on group tour (1.5%) and have a local travel agent who book for them (1.5%).

4.10.2.8 Where do you reserve your trip?

Table 4.20: Frequency and percentage of respondent's How much time do your stay at your vacation destination

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Week-end	14	7,0	7,0	7,0
Less than a week	75	37,5	37,5	44,5
One week	70	35,0	35,0	79,5
Two weeks	30	15,0	15,0	94,5
Three weeks	7	3,5	3,5	98,0
Four weeks	1	,5	,5	98,5
More than four weeks	3	1,5	1,5	100,0
Total	200	100,0	100,0	

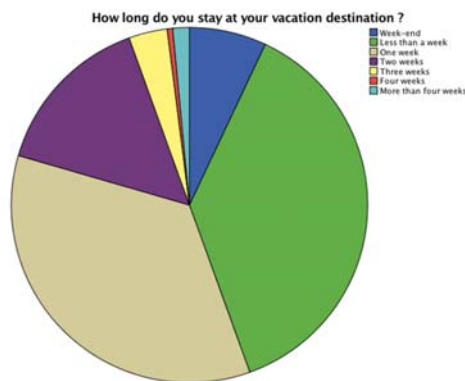


Figure 4.11: Percentage of respondent's where do you reserve your trip

Table 4.20 and figure 4.11 shows the most respondent's lengths of their holidays is less than a week (37.5%). The second are staying one week (35%); then they stay two weeks (15%); Then week end (7%); then more than more than 4 weeks (1.5%) then the rest staying four weeks (0.5%).

4.10.2.9 Where do you reserve your trip?

Table 4.21: Frequency and percentage of respondents with who are you travelling the most

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	I am a solo traveler	27	13,5	13,5	13,5
	With partner	74	37,0	37,0	50,5
	Group of friends	63	31,5	31,5	82,0
	With my family	36	18,0	18,0	100,0
	Total	200	100,0	100,0	

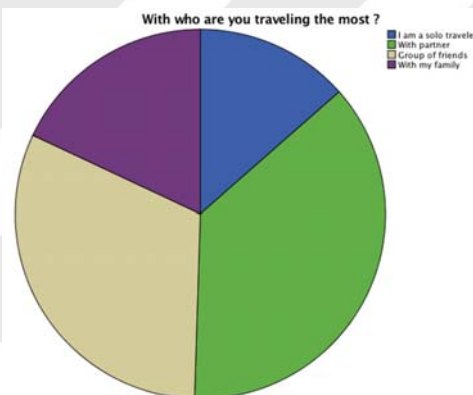


Figure 4.12: Percentage of respondents with who are you travelling the most?

Table 4.21 and figure 4.12 shows that the majority of the respondents are travelling with their partner (37%); second with a group of friends (31.5%); third with their family (18%); then the rest travelling alone (13.5%).

4.10.2.10 By which communication channel you would like to get information from the hotel?

Figure 4.13: Percentage of respondents by which communication channel you would like to get information from the hotel? (multiple answers)

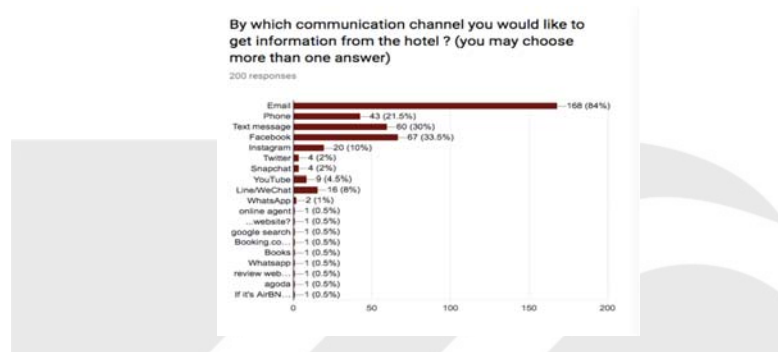


Figure 4.13 shows that most of the respondent are willing to get information from the hotel by Email (84%); second by Facebook ((33.5%), third by text message (30%); fourth by phone (21.5%); fifth through Instagram (10%); sixth via Line/WeChat (8%); Seventh through YouTube (4.5%); Eighth via Twitter (2%) and Snapchat (2%); Ninth via WhatsApp (1%). Rest of respondent (4.5%) answered other communication channel such as google search, and Online Travel agency (booking.com; Agoda).

4.10.2.11 What do you like to do during your holidays? (multiple answers)

Figure 4.14: Percentage of respondent’s what do you like to do during your holidays?

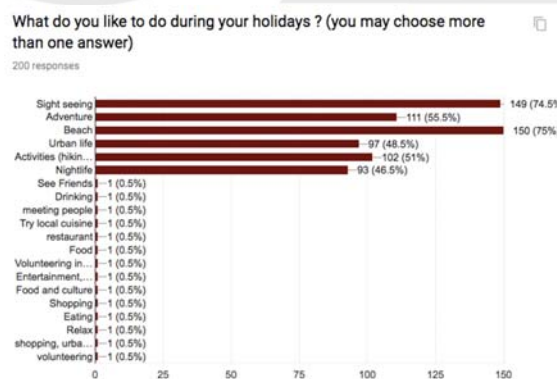


Figure 4.14 shows that most of the respondent like to go to the beach during their holidays (75%); Second they like to do sight-seeing (74.5%); third like adventure during their holidays (55.5%); fourth they are looking into activities such as hiking (51%); fifth they are looking into urban life (48.5%); sixth are looking for nightlife (46.5%); then the rest who answers other (7%) are mentioning, that they like eating, shopping, meet new people.

2) Relationship analysis between variables

For the significant relationship between variables, the details are listed below (ANOVA results are available in Appendix D)

2.1) Gender and size of the bed compared to the age group is significant as the result of ANOVA test (*p-value*) is .003. It means that there is significant relation in both of the variables. People who accord the more important to the size of the bed are people from 33 to 37 years old and people over 38 years old.

2.2) Size of the room and age also have significant relationship based on the ANOVA result which is *p-value* .002; according to the result people over 27 years are more sensitive to the size of the room than the other age groups.

2.3) Amenities in the room and age are also significant based on the ANOVA result which is *p-value* .010. According to the result of the analysis we can say that people over 26 years old accord a stronger importance to the size of the room than the other age groups.

2.4) Living location and having a chilling/relaxing place open 24/24h are significant based on the ANOVA result which is *p-value* 0.11. According to the analysis people from Africa, Oceania, Asia and South America are more interested into a are where they can relax open 24/24.

2.5) Being part of a community and living location are both variable that are significant according to ANOVA test as the result is *p-value*.044. Based on the result it shows that Asian and Oceanian people care more about the community aspect when they are booking their hotel.

2.6) Living location and employee speaking the language of the customer have significant relationship as the ANOVA test result is p-value .009. According to the result of the test North American and Oceanian people are expecting that the employee speaks their language more than the other. This is probably due to the fact that both of them speak English and that English is the international language.

2.7) Living location and amenities in the room have a significant relationship between both variable as the result of the ANOVA test is p-value .029. From the analysis, we can say that European and North American citizens are more interested into the amenities in the room than the other people.

2.8) Living location and size of the room have a significant relationship between both variable as the result of the ANOVA test is p-value .018. According to the result of the analysis it shows that European, South American and Oceania people don't really accord an importance to the size of the room.

2.9) Respondent actual position and the importance of having a Snack open 24/24 are both variable that have a significant relation as the result of the ANOVA test is p-value .040. From the result of the analysis it shows that People who are Senior management level care more about a snack open 24/24 more than the other group of people.

2.10) Respondent actual position and rewarding program are both variables that have a significant relation as the result of the ANOVA test is p-value .008. From the analysis Student and Unemployed people accord a stronger importance on rewarding program than the other people.

2.11) Respondent actual position and Discount price when combining airplane and hotel are both variables that have a significant relation as the result of the ANOVA test is p-value .018. The result of the analysis shows that Unemployed people and senior management people care about having discount when combining plane and hotel more than the other people.

2.12) Respondent actual position and the importance of the employee speaking English are both variables that have a significant relation as the result of the ANOVA test is p-value .023. According to the result of the analysis senior

management level people, Student and Full-time employee accord a higher importance on the employees speaking English more than the other respondent.

2.13) Respondent actual position and the importance of the advice from the hotels employee are both variables that have a significant relation as the result of the ANOVA test is p-value .036. Full time employee, and senior management level accord a bigger importance to the advice of the hotel employee than the other people.

2.14) Respondent actual position and the size of the room are both variables that have a significant relation as the result of the ANOVA test is p-value .013. From the result of the analysis Senior management levels people care more about the size of the than any other group of people.

2.15) Income and the importance of a laundromat in the hotel have a significant relation according to the ANOVA result which is p-value .018. According to the descriptive analysis people who earn between 6000 and 6999\$ are more interested into have a laundromat in the hotel more than the other group.

2.16) Income and the ease of the check-in/check-out have a significant relationship according to the ANOVA result which is p-value .009. From the descriptive analysis, it is possible to say that people who have an income between 6000 and 6999\$ and more than 8000\$ accord a bigger importance to the ease of the check-in process than other group of people.

2.17) How many time respondent travel per year of the stay and the importance of a rewarding program are variables that are significant according to the result of the ANOVA test which is p-value .007. From the descriptive analysis People who travel between 9 to 10 times a year accord more importance to a rewarding program than any other group of people.

2.18) How many time respondent travel per year of the stay and the important of a discount when buying airplane and ho.tel are considered as significant based on the ANOVA result which is p-value .013. People who travel between 7 and 8, 1 and 2 times a year accord more importance to the discount when customer buy airplane and hotel at the same time.

2.19) The lengths of the stay and the importance of a rewarding program are variables that have a significant relation according to the result of ANOVA test which is p-value .030. According to the descriptive analysis People who spend more than two weeks in their vacation place care more about a rewarding program than any other group of people.

2.20) With who respondents are travelling and the importance of a relaxing place open 24/24 are variable that have a significant relationship according to the result of ANOVA test p-value .011. According to the descriptive analysis People travelling online or with a group of friend accord more importance to a chilling/relaxing place more than the other group of people.

2.21) With who respondents are travelling and the importance of a snack open 24/24 are variable that have a significant relationship according to the result of ANOVA test p-value .020. From the descriptive analysis People who travel with their family or group of friends accord a bigger importance to a snack available 24/24 than the other group of people.

3) Conclusion of the results

3.1) As demographic have a significant relationship with the size of the bed, the size of the room, the importance of a rewarding program and the amenities available of the room.

3.2) The living area of the respondent have also a significant relationship between the importance of a relaxing place open 24/24, Feeling part of a community, the size of the room, the importance that the employee speaks the language of the customer, and the amenities in the room.

3.3) Actual position of the respondent have a significant relationship between the importance of a snack open 24/24, the rewarding program, the discounted price, the employee speaking their language, the advice from the employees and the size of the room.

3.4) The number of time respondent travel per year have a significant relation between the importance of a rewarding program and when there is a discount when combining hotel and plane ticket.

3.5) The income of the respondent have also a significant relationship in between the importance of a rewarding program.

3.6) The number of time respondents travel per year have a significant relationship between the importance of a snack and relaxing place open 24/24.

Understanding these relations in between each of the variables, as demographic factors in general have a significant relationship in between millennials expectations toward hotels.

4.10.3 Marketing mix (7P)

4.10.3.1 Product

Table 4.21: Compare means analysis between age groups and product features

Age range		Important factor quality standard	Important factor Hotel part of a group	Important factor Snack 24/24	Important factor Relaxing place 24/24	Important factor USB port all around the hotel	Important factor Self check-in/check-out	Important factor Laundromat	Important factor high speed free Wi-fi	Important factor being part of community	Important factor cleanliness	Important factor size of the bed
17 to 21 years old	Mean	3,57	1,93	1,93	2,50	2,36	2,21	2,57	4,29	1,86	4,29	2,21
	N	14	14	14	14	14	14	14	14	14	14	14
	Std. Deviation	1,222	,917	1,269	1,225	1,336	1,311	1,342	,994	1,027	1,069	1,122
22 to 26 years old	Mean	3,42	2,24	2,19	2,77	2,99	2,56	2,41	4,30	2,56	4,37	2,77
	N	91	91	91	91	91	91	91	91	91	91	91
	Std. Deviation	1,055	1,119	1,290	1,184	1,509	1,258	1,247	,994	1,185	,865	1,203
27 to 32 years old	Mean	3,78	2,07	2,22	2,93	2,86	2,22	2,28	4,45	2,33	4,59	3,26
	N	58	58	58	58	58	58	58	58	58	58	58
	Std. Deviation	1,060	1,106	1,338	1,387	1,492	1,140	1,182	1,029	1,394	,650	1,358
33 to 37 years old	Mean	3,85	2,20	2,45	3,05	2,65	2,35	2,80	4,15	2,35	4,45	2,95
	N	20	20	20	20	20	20	20	20	20	20	20
	Std. Deviation	1,089	1,152	1,572	1,234	1,531	1,268	1,508	1,089	1,387	1,099	1,234
38 and over	Mean	3,94	2,82	2,76	3,53	3,06	2,71	2,88	4,41	2,24	4,65	3,71
	N	17	17	17	17	17	17	17	17	17	17	17
	Std. Deviation	1,144	1,015	1,300	1,231	1,478	1,047	1,364	1,176	1,091	,996	1,047
Total	Mean	3,62	2,21	2,26	2,89	2,88	2,43	2,46	4,33	2,39	4,46	2,97
	N	200	200	200	200	200	200	200	200	200	200	200
	Std. Deviation	1,087	1,107	1,334	1,267	1,489	1,213	1,275	1,024	1,256	,861	1,276

Table 4.22: Compare means analysis between living location and product features

Living location		Important factor quality standard	Important factor Hotel part of a group	Important factor Snack 24/24	Important factor Relaxing place 24/24	Important factor USB port all around the hotel	Important factor Self check-in/check-out	Important factor Laundromat	Important factor high speed free Wi-fi	Important factor being part of community	Important factor cleanliness	Important factor size of the bed
Europe	Mean	3,56	2,09	2,18	2,64	2,92	2,47	2,41	4,23	2,24	4,40	2,79
	N	90	90	90	90	90	90	90	90	90	90	90
	Std. Deviation	1,072	1,088	1,320	1,239	1,440	1,182	1,198	,984	1,221	,872	1,241
North America	Mean	3,90	2,60	2,25	2,35	2,55	2,60	2,10	4,65	2,10	4,70	3,35
	N	20	20	20	20	20	20	20	20	20	20	20
	Std. Deviation	,852	1,095	1,293	1,309	1,504	1,142	1,165	,813	1,252	,571	1,387
South America	Mean	3,67	1,67	2,00	3,33	3,67	2,00	3,00	5,00	3,00	4,67	2,00
	N	3	3	3	3	3	3	3	3	3	3	3
	Std. Deviation	1,155	1,155	1,732	,577	2,309	1,732	1,732	,000	2,000	,577	1,000
Asia	Mean	3,66	2,27	2,33	3,24	2,84	2,28	2,57	4,34	2,54	4,45	3,17
	N	82	82	82	82	82	82	82	82	82	82	82
	Std. Deviation	1,136	1,112	1,379	1,243	1,511	1,230	1,379	1,102	1,219	,932	1,265
Oceania	Mean	2,33	2,33	2,67	3,33	4,00	4,33	3,33	5,00	4,33	4,33	2,33
	N	3	3	3	3	3	3	3	3	3	3	3
	Std. Deviation	1,155	1,155	1,528	,577	1,000	,577	,577	,000	,577	,577	,577
Africa	Mean	4,00	2,50	2,50	3,50	3,00	3,00	1,50	3,50	2,50	5,00	1,50
	N	2	2	2	2	2	2	2	2	2	2	2
	Std. Deviation	1,414	2,121	,707	,707	2,828	,000	,707	2,121	2,121	,000	,707
Total	Mean	3,62	2,21	2,26	2,89	2,88	2,43	2,46	4,33	2,39	4,46	2,97
	N	200	200	200	200	200	200	200	200	200	200	200
	Std. Deviation	1,087	1,107	1,334	1,267	1,489	1,213	1,275	1,024	1,256	,861	1,276

COSI Hotel is a Corporate lifestyle hotel targeting millennials generation. They are willing to propose a new type of hotel where each step from the booking to the check-out is simplified. COSI propose new types of services in the hotel industry such as a relaxing/chilling place open 24/24, a real bar, a mini mart that allow customer to select their own snack whenever they want. COSI focusing on the quality of the employee and especially COSI make sure that their employees are able to give relevant advice to the customer. COSI is also a new area to meet people and talk with them. COSI will propose an app that allow customers to do

everything through it from the check-in, to look the closest restaurant. COSI are willing to give a new experience to their customer and that's what millennials wants.

As said previously COSI has 5 touchpoint key that make the customer experience easier and more enjoyable.

The Pre-arrival, with an easy booking experience via COSI website or App, check-in online available 24H in advance, digital room key on mobile, option to buy discounted food & beverage credit pre-arrival via the app.

The COSI arrival experience, is simplifies with check-in via self-check) in kiosk or directly at the "hub" in the urban lobby. AT the arrival customer will discover a living space which is call WYSIWYG, it offers them a place where they can relax, work 24/7, that propose High speed Wi-Fi, A interactive wall connected to social media, free coffee. The COSI arrival experience is also about the scent and trendy sound as COSI will broadcast trendy sound in the urban lobby and create a vibrant scent for the common area of the hotel. From the table 4.22 it shows that North American and Oceanian citizen care more about an easy check-in/out than the other group of people.

COSI propose two sizes of room, COSI Classic (18SQM) and COSI Plus (21SQM). All of the room offer a nice contemporary design, with amenities such as a fridge, a kettle, a SMART TV, multiple USB charging port around the rooms, a power shower, a safe, free high-speed Wi-Fi, high quality bed and linen. Choice of deluxe King or deluxe Twin beds is available in each room (have to be precise at the reservation). (See picture of COSI room in APPENDIX). COSI will also propose different size of bed and a choice between twin beds and double beds. According to the table 4.21 and 4.22 people from Asia and North America accord more importance to the size of the bed than the other group of people. Based on the age people over 38 years old care more about the bed size than the other people.

COSI Facilities with a rooftop swimming pool, a fitness room accessible 24/7 for those who like sports at any time, 24/7 WYSIWYG café for those who never sleep, Social hub available at any time to stay connected all the time, laundromat and ironing zone for those who need to wash their clothes during their trip. From the means analysis on table 4.21 and 4.22

COSI departure is just as easy as closing the room door, customer will be invited to leave review of their stay, COSI will offer bonus loyalty point for those who post a review.

Quality standard is also important for more than 50% of the respondents which is why COSI have to improve the quality standard of their hotel in order to stay competitive and always satisfy the customer. According to the compare means analysis in table 4.21 and 4.22 people who have more than 27 years old and from North America and Africa care more about the quality standard than the other group of people.

As part of the Centara group COSI enjoy the knowledge in term of hospitality standard and can deliver a quality service to the customers. According to the table 4.21 which shows the means in between the age group and the product features of COSI, cleanliness and high speed free WI-FI are both the most important features for each group ages.

From the survey result and the interview, it is important for customers to have a lobby open 24/24. During the interview, they mentioned that they need this lobby has they want somebody from the hotel present at any time in case of any issue. With the WYSIWYG bar and so there will be employees of the hotel at any time of the day and the night to be here for the customers. According to the means analysis on table 4.21 and 4.22 it important for important for people over 33 years to have a snack and chilling area open 24/24 based on the location Oceania and Asian people accord more important on a Snack open 24/24 compare to the other. Asian, African, and Oceanian people think it is important have a chilling are open 24/24.

4.10.3.2 Price

Table 4.23: Compare means analysis between actual position of the respondents and pricing features

Actual position		Important factor rewarding program/loyalty program	Important factor Discounted price when combining hotel+plane	Important factor discounted price
Student	Mean	2,47	2,79	3,95
	N	75	75	75
	Std. Deviation	1,308	1,277	,943
Self employed	Mean	1,65	1,82	3,76
	N	17	17	17
	Std. Deviation	,996	,809	1,091
Full time employed	Mean	1,82	2,54	3,97
	N	74	74	74
	Std. Deviation	1,102	1,295	1,060
Senior management level	Mean	1,91	2,27	4,00
	N	11	11	11
	Std. Deviation	,944	1,009	,894
Professional (Doctor, Army, Police, Government officer)	Mean	2,29	3,43	4,00
	N	7	7	7
	Std. Deviation	1,704	1,718	1,528
Unemployed (Travelling, 1year break, ...)	Mean	2,56	3,06	3,69
	N	16	16	16
	Std. Deviation	1,094	1,389	1,078
Total	Mean	2,13	2,63	3,93
	N	200	200	200
	Std. Deviation	1,225	1,293	1,022

Table 4.24: Compare means analysis between monthly income of the respondents and pricing features

Monthly income (US Dollar after tax)		Important factor rewarding program/loyalty program	Important factor Discounted price when combining hotel+plane	Important factor discounted price
No income	Mean	2,37	2,83	3,93
	N	30	30	30
	Std. Deviation	1,129	1,206	1,048
Less than 999	Mean	2,59	2,90	4,05
	N	41	41	41
	Std. Deviation	1,322	1,261	,967
Between 1000 and 1999	Mean	1,96	2,49	4,04
	N	51	51	51
	Std. Deviation	1,264	1,405	,871
Between 2000 and 2999	Mean	1,76	2,32	3,65
	N	34	34	34
	Std. Deviation	1,046	1,007	1,228
Between 3000 and 3999	Mean	1,83	2,58	3,75
	N	12	12	12
	Std. Deviation	1,030	1,443	1,055
Between 4000 and 4999	Mean	2,33	2,50	4,00
	N	6	6	6
	Std. Deviation	1,633	1,517	1,549
Between 5000 and 5999	Mean	2,00	2,36	3,91
	N	11	11	11
	Std. Deviation	1,265	1,362	,944
Between 6000 and 6999	Mean	2,25	2,00	4,00
	N	4	4	4
	Std. Deviation	1,258	,816	1,155
Between 7000 and 7999	Mean	1,00	2,00	5,00
	N	1	1	1
	Std. Deviation	-	-	-
8000 and above	Mean	2,10	3,40	3,80
	N	10	10	10
	Std. Deviation	1,101	1,578	1,033
Total	Mean	2,13	2,63	3,93
	N	200	200	200
	Std. Deviation	1,225	1,293	1,022

Table 4.25: Compare means analysis between how much respondent are willing to pay for their holydays and pricing features

How much are you willing to pay for your holidays ?		Important factor rewarding program/loyalty program	Important factor Discounted price when combining hotel+ plane	Important factor discounted price
Less than 999	Mean	2,15	2,59	3,91
	N	46	46	46
	Std. Deviation	1,264	1,240	1,112
Between 1000 and 1999	Mean	1,96	2,60	4,12
	N	52	52	52
	Std. Deviation	1,102	1,317	,878
Between 2000 and 2999	Mean	2,03	2,91	3,77
	N	35	35	35
	Std. Deviation	1,317	1,358	1,190
Between 3000 and 3999	Mean	2,42	2,65	3,97
	N	31	31	31
	Std. Deviation	1,311	1,330	,948
Between 4000 and 4999	Mean	2,07	2,50	3,93
	N	14	14	14
	Std. Deviation	1,141	1,401	,917
Between 5000 and 5999	Mean	1,90	2,20	3,60
	N	10	10	10
	Std. Deviation	,994	1,317	,966
Between 6000 and 6999	Mean	2,75	3,25	4,00
	N	4	4	4
	Std. Deviation	1,500	,500	1,414
7000 or higher	Mean	2,50	2,25	3,63
	N	8	8	8
	Std. Deviation	1,414	1,165	1,061
Total	Mean	2,13	2,63	3,93
	N	200	200	200
	Std. Deviation	1,225	1,293	1,022

Table 4.26: Compare means analysis between living location of the respondents and pricing features

Living location		Important factor discounted price	Important factor rewarding program/loyalty program	Important factor Discounted price when combining hotel+ plane
Europe	Mean	3,88	2,28	2,53
	N	90	90	90
	Std. Deviation	1,004	1,341	1,201
North America	Mean	3,85	1,65	2,85
	N	20	20	20
	Std. Deviation	1,089	,933	1,089
South America	Mean	3,33	2,33	2,33
	N	3	3	3
	Std. Deviation	,577	1,155	1,155
Asia	Mean	3,98	2,04	2,68
	N	82	82	82
	Std. Deviation	1,054	1,105	1,422
Oceania	Mean	4,67	3,00	3,33
	N	3	3	3
	Std. Deviation	,577	1,732	2,082
Africa	Mean	4,50	2,50	2,00
	N	2	2	2
	Std. Deviation	,707	2,121	1,414
Total	Mean	3,93	2,13	2,63
	N	200	200	200
	Std. Deviation	1,022	1,225	1,293

Table 4.27: Compare means analysis between age range of the respondents and pricing features

Age range		Important factor rewarding program/loyalty program	Important factor Discounted price when combining hotel+plane	Important factor discounted price
17 to 21 years old	Mean	2,14	2,43	3,93
	N	14	14	14
	Std. Deviation	1,231	1,158	1,072
22 to 26 years old	Mean	2,40	2,69	3,93
	N	91	91	91
	Std. Deviation	1,255	1,236	,998
27 to 32 years old	Mean	1,91	2,62	3,97
	N	58	58	58
	Std. Deviation	1,261	1,412	1,059
33 to 37 years olds	Mean	2,00	2,10	3,90
	N	20	20	20
	Std. Deviation	,973	1,165	1,119
38 and over	Mean	1,59	3,12	3,76
	N	17	17	17
	Std. Deviation	,939	1,317	,970
Total	Mean	2,13	2,63	3,93
	N	200	200	200
	Std. Deviation	1,225	1,293	1,022

The price of a night at COSI is based on the competitor's present on the area and on the customer's perception of the hotel. For now, the price of a hotel room is. They should also use penetration strategy with discount at the beginning in order to attract customers. Hotel industry market is very price sensitive due to high competition especially in Thailand.

Following the survey 70% of the respondent are considering promotion/discount important in their buying decision process and from the interview the 3-person considered promotion important is they feel that they are saving money for a good value. According to the means analysis on tables 4.23 to 4.27 discount are more important for full times employees and professional. Discount is also important for all Income, living location and age. How much people are willing to pay is also linked to the discount.

COSI should then propose discount and special promotion all year. Discount are made in different platform with focusing the most important discount for those who book directly through COSI website. This will incite customer to reserve via our own website which is more interesting for COSI.

As seen previously price factors also vary from the origins of the customer as it depends from their revenue per year, and also about the position and age of the customer. The buying power vary between each group.

What is common to each group is the importance of discount which show that the hospitality is very price sensitive.

In order to attract customer Penetration strategy will be used as COSI selling a high-quality product for a lower price than the competitors. This strategy is effective to start a business. Indeed, this strategy will allow COSI to attract consumer and increase the number of booking.



Figure 4.15: Pricing strategy with selected strategy

COSI will propose two different type of room COSI room and COSI Plus, the price for each is normally 1595THB for the COSI Room and 1805 for the COSI Plus. Compared to the other hotel in the area from the same quality level (number of stars), COSI propose relatively the same price than the other hotel. But COSI is not a traditional hotel and that's why they propose a slightly higher price than their competitors. They use market penetration as their pricing strategy at the beginning in order to attract more customer and increase the occupancy rate. COSI will propose discount of 20% on the room rate for the first 6 months and then will slightly make the price higher.

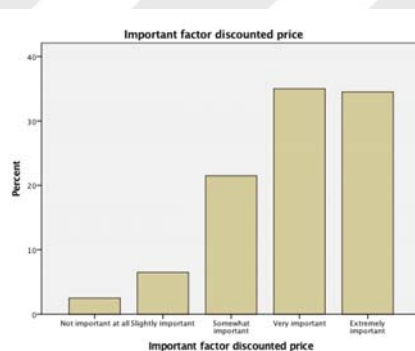


Figure 4.16: Importance of discount on the hotel price

4.10.3.3 Promotion

Promotion use for COSI will be focusing on online marketing and communication. The promotion strategy will be based on previous research and on the result of qualitative and quantitative research. Integrated Marketing Communication plan will be conducted in order to reach COSI'S target market.

As stated previously to raise brand awareness towards millennials COSI have to focus their communication with online marketing by using social media such as Facebook, Instagram, communicating through their own website, and the Word of mouth will also be a part of the promotion strategy of COSI.

Direct marketing will be used with the use of emails and text message.

COSI's will also use google AdWords and Search engine optimization in order to optimize the coverage of the brand online and so increase the brand awareness.

Table 4.28: Compare means analysis between age range of the respondent's promotion features

Age range		Influence of the email on my booking decision	Influence of Facebook on my booking decision	Influence of Instagram on my booking decision	Influence of Line/WeChat on my booking decision	Influence of word of mouth on my booking decision	Influence of reviews on my booking decision
17 to 21 years old	Mean	2,71	3,07	2,57	1,57	3,43	4
	N	14	14	14	14	14	14
	Std. Deviation	1,59	1,439	1,505	1,158	1,555	1,24
22 to 26 years old	Mean	2,98	3,01	2,41	1,59	3,93	4,03
	N	91	91	91	91	91	91
	Std. Deviation	1,406	1,278	1,256	1,043	1,237	1,169
27 to 32 years old	Mean	3	2,79	2,16	1,6	3,71	4,29
	N	58	58	58	58	58	58
	Std. Deviation	1,499	1,436	1,348	1,213	1,556	1,043
33 to 37 years old	Mean	2,9	2,8	2,25	1,75	3,95	4,45
	N	20	20	20	20	20	20
	Std. Deviation	1,41	1,322	1,482	1,02	1,317	0,686
38 and over	Mean	3,76	2,88	1,65	1,88	3,35	3,18
	N	17	17	17	17	17	17
	Std. Deviation	1,602	1,536	0,996	1,219	1,498	1,51
Total	Mean	3,02	2,92	2,27	1,64	3,78	4,08
	N	200	200	200	200	200	200
	Std. Deviation	1,468	1,354	1,313	1,108	1,389	1,165

Table 4.29: Marketing activities and marketing objectives

Marketing activities	Objectives
<i>Direct Marketing</i>	
Email Text message	<ul style="list-style-type: none"> ➤ Creation of brand awareness ➤ Creation of customer relationship ➤ Interaction with the customer ➤ Reminder of reservation
<i>Online marketing</i>	
COSI Website	<ul style="list-style-type: none"> ➤ Creation of brand awareness ➤ Collection of the customers data ➤ Customers booking
Facebook	<ul style="list-style-type: none"> ➤ Creation of brand awareness ➤ Initiation of the booking process

	<ul style="list-style-type: none"> ➤ Collection of the customers data ➤ Interaction with the customers ➤ Word of mouth
Instagram	<ul style="list-style-type: none"> ➤ Creation of brand awareness ➤ Initiation of the booking process ➤ Collection of the customers data ➤ High Interaction with the customers ➤ Word of mouth
Review website (Trip Advisor)	<ul style="list-style-type: none"> ➤ Creation of the brand image ➤ Creation of brand awareness ➤ Word of mouth ➤ Initiation of the booking process
Online travel agency (Booking.com, Traveloka, Agoda)	<ul style="list-style-type: none"> ➤ Creation of brand awareness ➤ Word of mouth ➤ Initiation of the booking process
Google AdWords	<ul style="list-style-type: none"> ➤ Creation of brand awareness ➤ Creation of brand recognition and brand association
Search engine optimization	<ul style="list-style-type: none"> ➤ Creation of brand awareness ➤ Creation of brand recognition and brand association
<i>Sales promotion</i>	
Discount	<ul style="list-style-type: none"> ➤ Customers booking ➤ Generating sales ➤ Attract new customer
Loyalty program	<ul style="list-style-type: none"> ➤ Creation of customer relationship ➤ Collection of the customer data
<i>Public relation</i>	
Special event (opening...) Editorial content	<ul style="list-style-type: none"> ➤ Introducing the brand ➤ Creation of brand awareness
<i>Corporate social responsibility</i>	
Partnership with association	<ul style="list-style-type: none"> ➤ Creation of brand awareness ➤ Creation of brand recall and brand association

4.10.3.3.1 Direct marketing

Based on the result of the survey more than 80% of the respondent are willing to receive information about their accommodation by email and more than 30% by text message.

According the analysis of means shown in table 4.28 Email, Facebook, Instagram, Line/WeChat, Word of mouth and reviews are the communication channel that influence the most the survey respondent.

As stated previously emails are considered as really important for millennials and this step is really important in order to create the interaction in between them and the brand. Email have a stronger influence on people between 22 and 32 years old than the other age group.

Secondary data also shows that millennials like to receive an email after the booking. This email will invite the customer to share its own experience online. Email is the most important touchpoint between the brand and the customer after the reservation. E-mail is considered as the beginning of the interaction between the brand and the customers. The email has to be lively and have to encourage customers to share their experience on social media and it will create brand awareness.

Email will also be used to send special promotion to customers that already came. This promotion will be based on the number of time they come, their birthday, specific dates. According to the survey it is important that COSI send reminder of the reservation before the arrival of the customer and also, they customers are willing to receive information on what to do around the hotel, what are the tourist attraction around. This will create a high interaction in between the hotel and the customer and create a string customer relationship.

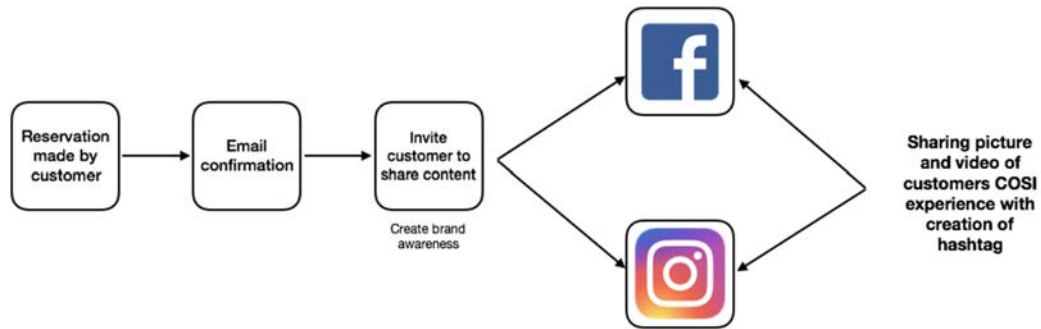


Figure 4.17: Communication diagram from the reservation to the social media

Text message will be used to send a reminder of the reservation to the customer. This text message will create interaction and create brand interest from the customer. Special promotion will also be sent via Text message.

Direct marketing will be used as the first step of interaction between the customer and COSI after the reservation process. It is crucial to use direct marketing if COSI are willing to raise brand awareness.

Table 4.30: Compare means between living location and what kind of information respondent are willing to receive from the hotel

Living location		Interested in receiving special promotion from the hotel	Interested in receiving personalized newsletter from the hotel	Interested in receiving personalized itinerary from the hotel	Interested in receiving advice and what to do around the hotel	Interested in receiving personalized message from the hotel	Interested in receiving reminder of my reservation
Europe	Mean	3,74	2,27	3,50	4,01	3,28	4,08
	N	90	90	90	90	90	90
	Std. Deviation	1,329	1,270	1,274	,954	1,374	1,073
North America	Mean	3,95	2,10	3,10	3,85	3,10	3,90
	N	20	20	20	20	20	20
	Std. Deviation	1,050	1,165	1,119	1,040	1,210	1,021
South America	Mean	4,33	2,33	4,00	4,33	2,33	4,67
	N	3	3	3	3	3	3
	Std. Deviation	,577	2,309	1,000	,577	2,309	,577
Asia	Mean	3,72	2,40	3,00	3,62	3,13	3,73
	N	82	82	82	82	82	82
	Std. Deviation	1,408	1,369	1,405	1,151	1,184	1,267
Oceania	Mean	4,00	3,67	4,67	5,00	4,00	4,67
	N	3	3	3	3	3	3
	Std. Deviation	1,732	1,155	,577	,000	1,000	,577
Africa	Mean	3,50	3,00	4,50	5,00	5,00	5,00
	N	2	2	2	2	2	2
	Std. Deviation	2,121	2,828	,707	,000	,000	,000
Total	Mean	3,76	2,34	3,29	3,86	3,22	3,95
	N	200	200	200	200	200	200
	Std. Deviation	1,330	1,327	1,332	1,059	1,295	1,153

Table 4.31: Compare means between age range and what kind of information respondent are interested to receive from the hotel

Age range		Interested in receiving special promotion from the hotel	Interested in receiving personalized newsletter from the hotel	Interested in receiving personalized itinerary from the hotel	Interested in receiving advice and what to do around the hotel	Interested in receiving personalized message from the hotel	Interested in receiving reminder of my reservation
17 to 21 years old	Mean	3,57	2,07	3,07	3,50	2,79	3,36
	N	14	14	14	14	14	14
	Std. Deviation	1,399	1,439	1,269	1,286	1,311	1,499
22 to 26 years old	Mean	3,74	2,34	3,42	3,97	3,21	4,16
	N	91	91	91	91	91	91
	Std. Deviation	1,298	1,293	1,283	,936	1,379	,958
27 to 32 years old	Mean	3,78	2,28	3,22	3,90	3,38	3,91
	N	58	58	58	58	58	58
	Std. Deviation	1,351	1,348	1,402	1,119	1,240	1,128
33 to 37 years olds	Mean	3,65	2,25	3,20	3,80	3,10	3,85
	N	20	20	20	20	20	20
	Std. Deviation	1,531	1,482	1,508	1,281	1,210	1,424
38 and over	Mean	4,18	2,82	3,12	3,59	3,18	3,47
	N	17	17	17	17	17	17
	Std. Deviation	1,185	1,185	1,269	1,004	1,131	1,328
Total	Mean	3,76	2,34	3,29	3,86	3,22	3,95
	N	200	200	200	200	200	200
	Std. Deviation	1,330	1,327	1,332	1,059	1,295	1,153

From the means analysis shown on table 4.30 and 4.31:

- Asian are likely to receive special promotion; information on what to do around the hotel; and a reminder of the reservation than the other group of people.
- European are more likely to receive special promotion; information on what to do around the hotel and a reminder of the reservation than the other group of people.
- North American are more likely to receive special promotion and a reminder of the reservation than the other group of people.
- South American are more likely to receive special promotion; information on what to do around the hotel and a reminder of the reservation than the other group of people.
- Oceanian are more likely to receive personalized itinerary and a remind of the reservation than the other group of people.
- African are more likely to receive information on what to do around the hotel; personalized message/newsletter from the hotel and a reminder of the reservation than the other people.
- People between 17 and 21 years old are willing to receive special promotion, a reservation reminder and a personalized itinerary.

- People between 22 and 26 years are willing to receive a reminder of the reservation and advice on what to do around the hotel.
- People between 27 and 32 years old are willing special promotion, reminder of the reservation and advice on what to do around the hotel.
- People between 33 and 27 years old are willing to receive special promotion, advice in what to do around the hotel, and a reminder of the reservation.
- People of 38 years old and over are willing to receive special promotion and advice from the hotel.

Based on the results of the means analysis, COSI will send to their customers, special promotion, advice on what to do around the hotel, personalized itinerary and a reminder of the reservation for each customer. As mentioned previously Email are important, but COSI have to be careful to not over send email as it can irritate people.

4.10.3.3.2 Online marketing

As seen previously millennials are a generation ultra-connected with their smartphone and Internet. To raise brand awareness, COSI have to be create an online marketing campaign.

This online marketing campaign will be focusing on COSI Website, Facebook, Instagram, Reviews websites and Online travel agency.

To get a higher coverage online SEO and google AdWords will be used in order to increase the brand awareness and the presence of COSI online.

COSI Website

Following the point of view of each people interviewed all of them mentioned about the importance of nice outlaying for the website of their accommodation. The website have to be clear and give all the information the customer's needs. Testimonials are also important for the customers. Testimonials are interesting as it involves customer directly into the point of view of other customer such as the reviews and as seen previously customers are relying a lot on

Also, it is important for COSI to focus on their website as it is more advantageous for them to have booking directly.

Content marketing will be used for COSI's website in order to gain brand awareness. It is important for the website that all the information about the hotel are present

The website will also propose to customer special promotion, announcement for special event. The website of COSI is also a booking platform for the hotel and it is more cost effective for COSI to get reservation directly from their own website as they have no additional fee coming from other companies (booking.com fee). In term of logistics also it is more interesting for COSI to get most of their booking via their own website as everything is automatically sync to the hotels calendars.

The website is always a way to collect data from the customer by asking email, and demographic information. It will help COSI to analyze their customer easily.

COSI have to communicate correctly in order to make reserve the room directly via COSI booking platform.

FACEOOK

Facebook is the most used social media with more than 2 billion of users worldwide. Millennials are highly present on Facebook. Based on the result of the survey more than 33% of the respondent are willing to receive information about their accommodation through Facebook. The means analysis between the group age and each communication channel on Table 4.28 shows that people between 17 and 21 years old are the ones who are the most influenced by Facebook on their booking decision, followed by people between 22 to 26 years old. This result is important to consider as COSI focus on Millennials but especially on the youngest generation of them.

COSI will create a page for each hotel (even if only 1 for now, they will have to create one for each hotel), it is important as having a page for each hotel allow each hotel making special post according to their location and it make the customer feel

more involved directly into the life of the hotel they will go. Only one page for all the hotel make the Facebook page non-personal.

Content marketing, Facebook advertising, Announcement of promotion and event will be used to communicate through Facebook. Facebook will also be used as a customer support via the Facebook chat/messenger where customer can directly talk to a COSI representative that will help them if they have any question regarding the hotel.

COSI will organize game such as contest that will invite followers to comment pictures and the winner will earn discount on their next stays in COSI hotels. This create the interaction in between COSI and the customer.

COSI will post at least one post every week in order to keep the page lively.

Facebook advertising is also a powerful tool to reach the targeted customer as Facebook ads allows companies to select the specific characteristics of their target market for their advertising. It is really important for COSI to use this as they are sure that their advertising will reach their target customer, Millennials.

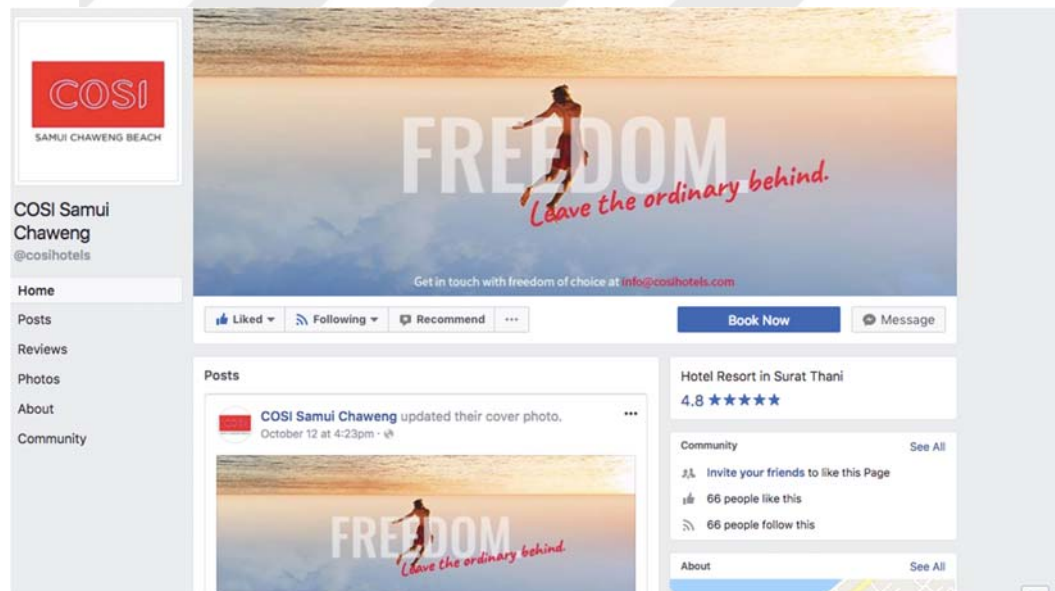


Figure 4.18: Cosi Samui Chaweng Facebook Page

INSTAGRAM

As stated previously Instagram is also a very used social media, there is more 150 millions of users worldwide. Millennials are using Instagram to share experiences, moments that they like. Based on the result of the survey more than 10% of the respondent are willing to receive information about their accommodation through Instagram. The means analysis between the group age and each communication channel on Table 4.28 shows that people between 17 and 21 years old are the one who are the most influenced by Instagram when they are selecting an hotel.

One and only page will be created for all COSI hotels.

On this platform COSI will use Content marketing, Instagram advertising, Announcement of promotion and event will be used to communicate. Instagram will be used as a communication platform between the brand and the customers.

The main purpose of why COSI will use Instagram is to create brand awareness by inviting their customers to share their pictures via a specific hashtag such as #COSILIFE. Customer are invited to share their photo of their holidays with this #COSILIFE. It will create an interaction between the customer and the brand and also increase the coverage of the brand on social media.

COSI will communicate on Instagram about events, promotion but mainly focus on sharing pictures of customers having fun inside of the hotels with always using the #COSILIFE.

Contest will also be organized as the image of marathon inside of the hotel and the area of the hotel. COSI will hide COSI logo all around the area and customers will have to found all the of them and take pictures and share it on Instagram still with #COSILIFE, the first ones who found all of them will earn special prize such as discount on the room, on the cocktails, ...

Instastories will also be use by COSI to show the COSI LIFE EXPERIENCE.

Instastories will be used every day and COSI will post at least 3 posts per week.

Using these technics will create brand awareness and increase the coverage on the brand on social media.

Instagram for business with Insta Ads will be used, it will help COSI to reach the targeted customers (millennials) by using the tools that propose Instagram. Insta Ads allow company to really select their target market which is important as COSI only target on type of people.

REVIEWS WEBSITES

Based on the result of the survey and on the interviews reviews are crucial in the buying decision process of customers. People trust in this reviews and bad review create a bad reputation and can result to an important loss of revenue. The means analysis between the group age and each communication channel on Table 4.28 shows that reviews is the communication who influence the most each age group.

Understanding the importance of reviews COSI will have to take in consideration that all people that come to the hotel are subject to post a review and that's why it is important to keep an excellent quality of services so people will post positives reviews. According to the survey result 51% consider review as extremely influential and mire than 21% as very influential, and also from the interview people mentioned that reviews are crucial in their booking decision and that reviews are making them choose an hotel more than another.

Table 4.32: Survey result of the influence of the reviews on the booking decision

		Influence of reviews on my booking decision			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not at all influential	9	4,5	4,5	4,5
	Slightly influential	14	7,0	7,0	11,5
	Somewhat influential	32	16,0	16,0	27,5
	Very influential	43	21,5	21,5	49,0
	Extremely influential	102	51,0	51,0	100,0
	Total	200	100,0	100,0	

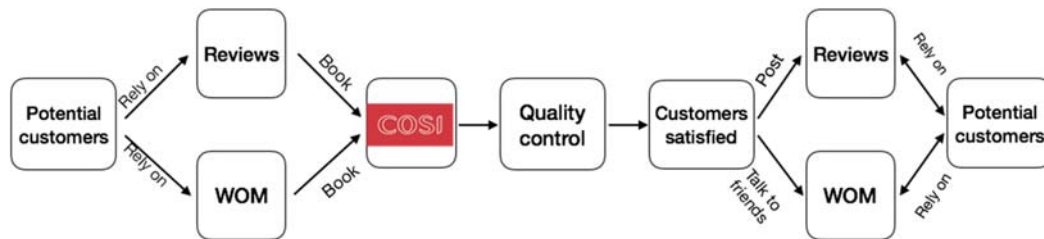


Figure 4.19: Reviews and booking process

Reviews website are essential for foreigners/tourists as they are planning their holidays via these websites by looking the reviews. COSI will also answer on each review that someone post on these websites whether it is positive or negative reviews. This will show that COSI is a reactive brand and that the brand care about what customers think about the brand. And a bad review with a nice answer from the answer can make the difference for the future customer. It shows the interaction between the brand and the customers.

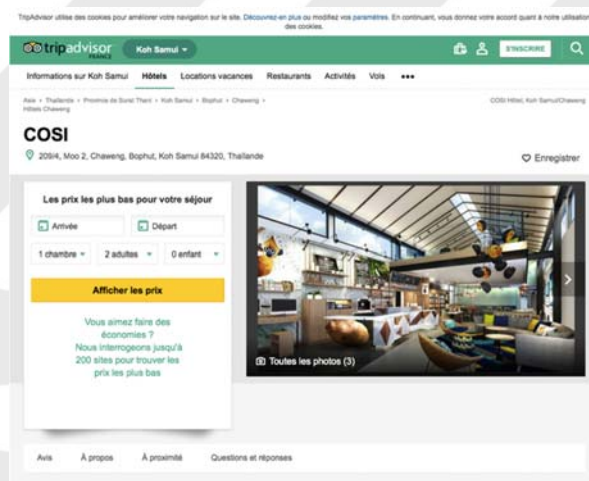


Figure 4.20: COSI TripAdvisor page

ONLINE TRAVEL AGENCY

Following the results of the survey and the interviews it shows that it is important for customers that the hotel is present on all platform which includes online travel agency such as Booking.com Traveloka and Agoda. Even if as mentioned previously these platforms are taking a commission on each booking, it is important for COSI to be present on each one as it will persuade the customer that the brand is a strong brand. Being present on all of these OTA's will create

brand awareness, and will increase the number of booking. Customer will also post reviews of their stay on these platforms it is important for COSI to consider the importance of these OTA as some people are booking their holidays only via these platforms.

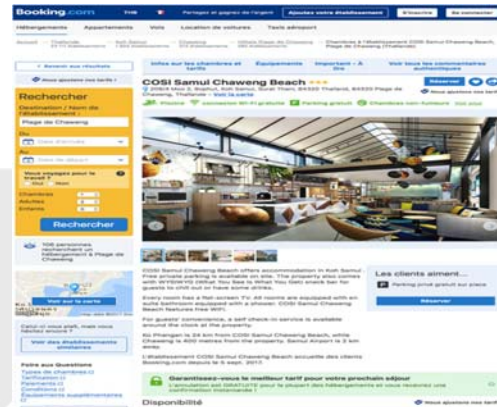


Figure 4.21: COSI Booking.com page

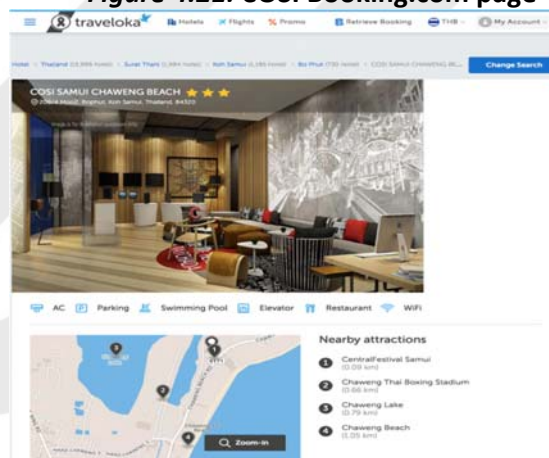


Figure 4.22: COSI Traveloka page

Word of mouth

Table 4.33: Survey result of the influence of word of mouth on the booking decision of the respondents

Influence of word of mouth on my booking decision

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not at all influential	27	13,5	13,5	13,5
	Slightly influential	10	5,0	5,0	18,5
	Somewhat influential	26	13,0	13,0	31,5
	Very influential	53	26,5	26,5	58,0
	Extremely influential	84	42,0	42,0	100,0
	Total	200	100,0	100,0	

According to survey results shown in table 4.33 word of mouth are considered as extremely influential for 42% of the respondents, and Very influential for 26.5%. Means analysis shown on table 4.28 shows that word of mouth is the second communication channels that influence the most each age group. It shows that word of mouth is very important for COSI and that they have to always satisfy the customer in order to make them talk about the brand on every communication channel.

Advantages of Word of Mouth is that it is really cost saving for the brand has they don't invest any money on it. COSI have to satisfy each customer and serve the best quality as possible.

Word of Mouth are known to be powerful as people rely a lot on advice from people they know.

In order to increase the word of mouth Bloggers, youtubers and famous influencers will be used as promotional tools for COSI. The use of famous influencer will make people talk about the brand and make the word of mouth an important part of the communication of the brand.

As mentioned previously YouTube have a stronger power of influence on millennials than traditional media. COSI will invite some famous Youtuber in their hotel. Influencers will share their experience on their social media, Facebook YouTube ...

This is important for COSI to use this specific way to communicate as it is what millennials are sensitive.

Using influencers will create a stronger and will participate to create Word of Mouth.



4.10.3.3.3 Sales promotion

Discount

Table 4.34: Survey result of the importance of discounted price

		Important factor discounted price			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not important at all	5	2,5	2,5	2,5
	Slightly important	13	6,5	6,5	9,0
	Somewhat important	43	21,5	21,5	30,5
	Very important	70	35,0	35,0	65,5
	Extremely important	69	34,5	34,5	100,0
	Total	200	100,0	100,0	

In a high competitive environment such as the hospitality industry especially in Thailand discount are really important for the customers. Indeed, customers are really price sensitive and discount can influence the customer to select an hotel more than other.

As shown on table 4.34 discount are really important as 34.5% of the respondent think it is extremely important and 35% think it is very important.

Discount will be given to customer who book in advance “early booking”, for special period of the year such as the low season or last minutes discount.

Loyalty program

Following the interviews loyalty program is important for millennials as they like to get rewarded from the brand that they like.

Loyalty will be created in order to create a strong relationship between COSI and the customers. It will also allow COSI to collect data that can be analyzed to proposed specific discount and special offer for the customer based on his habits.

The rewarding program will be based on the number of night that the customer in COSI hotels. Customer will earn point at each night spent in COSI

Hotels. Guest will receive bonus loyalty points when they're leaving reviews and sharing their COSI locations.

As seen during the interviews rewarding program are important for customers only if it can really bring something to them but millennials have no problem to have different rewarding program from all the place they are going to if they can take benefits of it.

4.10.3.3.4 Public relation

Events

Events are important as it will create curiosity for the customer.

The hotel opens the 1st of December, COSI will host an opening event. COSI will communicate about this event on social media in order to attract people. Centara hotel group will also communicate about it so it increases the number of customer interested by the events. COSI will also invite influencers, youtubers, journalist at this event so these people will talk about the brand on their own media.

The objectives of these events are to make the brand well-known. All the event will be recorded and shared on social media in live.

Editorial content

Regarding the editorial content COSI will promote themselves on budget airline magazine such as AIRASIA magazine or THAI SMILE magazine. This will increase the brand awareness towards the millennials as this airline are well used by millennials.

COSI for editorial content will also use bloggers that will share their stay/experience at COSI.

4.10.3.3.5 Corporate social responsibility

Corporate social responsibility as stated previously are important for Millennials. Millennials are aware of the world they are and it is important for them to make the world greater if it is possible. From previous research, it shows that companies that care about corporate social responsibility had a greater brand image than the other one which is beneficial for the brand.

That's why COSI will create partnership with association such as SOS village children.

SOS village children is a worldwide association that is present in Thailand since 1971. The mission of the association is to recreate a family, the association is really well implanted in Thailand.



Figure 4.23.: SOS village children in Thailand

Partnership with this association is relevant for COSI as they will now make the customer involve in the life of the country they are going in (Thailand) as a part of each reservation will be sent directly to the association. This will also gratify the customers as by booking he will make a good action.

4.10.3.4 Place

The result of the survey results more than 85% of the respondent book their accommodation online. Also, the three-person interviewed mentioned that they book their holidays online through website and that they highly rely on the online reviews.

It is important and inevitable for COSI to focus their selling activities online as they are targeting millennials and millennials from the result of the previous research, qualitative and quantitative data shows that they mostly book everything online by themselves.

Booking.com, Agoda, TripAdvisor, Traveloka, Expedia are platforms where COSI have to be present in order to get the most customer as possible. As these platforms are the most used now it is important to be present on them. But COSI have to keep in mind to influence customer to reserve directly on COSI website as all the other platform ask a commission on each booking when booking directly through the website is free for COSI. It will be more beneficial for COSI to sell most of their room on their own website. COSI have to communicate about this point in order to make consumer go to their website.

From the survey result, we can see that Millennials don't go on tour and don't book their holidays with a travel agency. COSI don't have to sell their product to intermediaries like this.

Table 4.35: Survey result of the place where respondent buy their trip

Where do you buy your trip ?		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	I always go on a group tour; therefore, my local travel agent arranges everything for me I book everything online myself	3	1,5	1,5	1,5
	I just pack my bag and go, and figure out bookings when I get to my destination	21	10,5	10,5	12,0
	My local travel agent arranges everything for me	3	1,5	1,5	13,5
	I book everything by myself (online)	173	86,5	86,5	100,0
	Total	200	100,0	100,0	

Payment policy

COSI via their own website will accept all type of debit/credit card. Different payment policy will be settle:

- Pay directly at the booking via online payment platform. The price for that payment method will be discounted and non-exchangeable and nonrefundable.
- Pay at the arrival which allow the consumer to book the hotel without the need to pay in advance but the price will be more expensive as the booking is completely flexible and customer can exchange and cancel their booking without any fee.

It is important for COSI to propose this two payment facility though their website as it give the opportunity to customer to book a room without the need to pay in advance which sometimes pay in advance can be a stop for some customers.

4.10.3.5 People

According to qualitative and quantitative data it is important for customer that all the employee of the hotel speak English it is not necessary that they speak the language of the customers. Customer also care about the veracity of the information given by the employee of the hotel, the rely a lot on it. They're expecting a high expertise of the place of the hotel from the employee.

Table 4.36: Survey result of the of the importance of the employee speaking English

Important factor employee speaking english

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Not important at all	7	3,5	3,5	3,5
Slightly important	8	4,0	4,0	7,5
Somewhat important	31	15,5	15,5	23,0
Very important	60	30,0	30,0	53,0
Extremely important	94	47,0	47,0	100,0
Total	200	100,0	100,0	

In order to suits customers expectation in term of people COSI will have to hire people that speak perfectly English. As seen previously it is not important for people if the employee don't speak their language (except north American and Oceanian people as English is their mother tongue) but more than 47% think it is extremely important and 30% think it is very important that the employee speak English.

Then COSI will organize training session, the training session will be held in order to train all the employee of the hotel to handle any problems that can occur with the customers. The goal of this training is also to make sure that all the employee got the knowledge on what to do around the hotel. These trainings are necessary and will be held when COSI will hire new employee. It will also allow COSI to control the quality and keep a high quality of service from their employees.

COSI will also give benefits to their employee in order to motivate them to work. Gifts will be given for special occasion such as Songkran or else. They will also get discount on all the hotels from the Centara Hotels Group. Commissions can also be given to some employee depending on their performances.

COSI will also hire maid for the hotel and will train them in order to make sure that everything is always clean. They will establish specific procedure and train the maid for this procedure. Each maid will have to respect exactly all the cleaning process. These processes are created in order to keep a high quality of cleanliness all around the hotel.

4.10.3.6 Process

Table 4.37: Means analysis between living location and process factors

Living location		Important factor ease of the booking process	Important factor ease of the Check-in/out
Europe	Mean	4,03	3,99
	N	90	90
	Std. Deviation	,988	,918
North America	Mean	4,25	4,35
	N	20	20
	Std. Deviation	,716	,671
South America	Mean	3,67	3,67
	N	3	3
	Std. Deviation	,577	,577
Asia	Mean	3,99	3,98
	N	82	82
	Std. Deviation	1,048	1,122
Oceania	Mean	3,67	4,00
	N	3	3
	Std. Deviation	,577	,000
Africa	Mean	4,50	4,50
	N	2	2
	Std. Deviation	,707	,707
Total	Mean	4,03	4,02
	N	200	200
	Std. Deviation	,977	,977

Table 4.38: Means analysis between age range and process factors

Age range		Important factor ease of the booking process	Important factor ease of the Check-in/out
17 to 21 years old	Mean	3,64	3,57
	N	14	14
	Std. Deviation	1,216	1,342
22 to 26 years old	Mean	3,99	4,02
	N	91	91
	Std. Deviation	,901	,906
27 to 32 years old	Mean	4,03	4,07
	N	58	58
	Std. Deviation	1,008	,934
33 to 37 years olds	Mean	4,20	3,95
	N	20	20
	Std. Deviation	,951	1,099
38 and over	Mean	4,35	4,29
	N	17	17
	Std. Deviation	1,057	,985
Total	Mean	4,03	4,02
	N	200	200
	Std. Deviation	,977	,977

Following the results of the survey and from the interviews, Booking, check-in/check-out process have to be really easy and simple. Table 4.37 and 4.38 shows that the ease of the booking process is more important for European, North American and African people than the other group of people. Based on the age it is more important for people over 27 years. For the ease of the check-in/out it is more important for North American, Asian and African.

The booking process is simplified at the maximum through COSI Website. On the booking website, you only have the essential information to book the hotel; the price, the size of the room, the amenities, ...

Check-In/Check-out is also really simple at COSI. There is three different way for it; The first one in advance online via the COSI app, directly at the hotels through self-check-in kiosk, or directly at the WYSISIG café in case of a problem with the self-check-in-kiosk.

Check-in via the app is really simple as you just have to open the app enter your booking number and enter your information then you will get a code that will give you directly access to your room at your arrival. Advance check-in is available 24H in advance.

Check-in via self-check-in kiosk is also really simple, when customer arrive at the hotel they just go on the kiosk they enter their booking number then they will get all the information about the room and can directly go in their room.

Check-in at WISIWYG café is possible if customer have a problem with the kiosk or with the app, a COSI employee will assist customer for their check-in by giving them all the information needed to access their room.

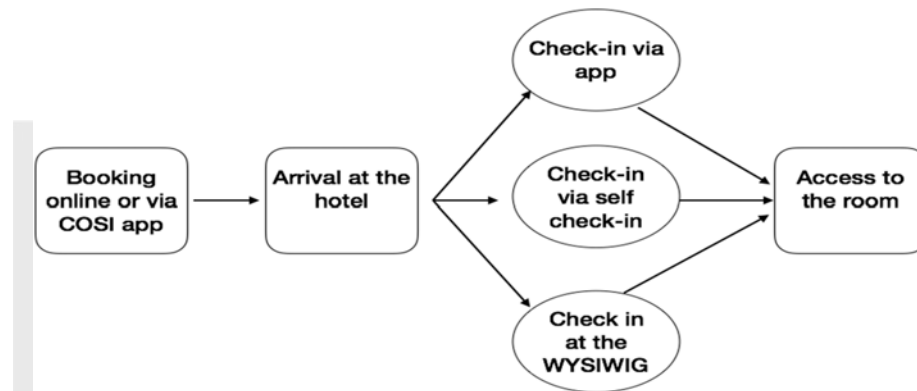


Figure 4.24.: Check-in process

Based on the information collected by interviews, room service is not an important requirement for COSI customers indeed as three of them mentioned room service is important if they are booking a luxury hotels. COSI is a Corporate lifestyle hotel and so room service is not required. Such as the restaurant the result of the survey and the interviews shows that a restaurant is not required inside of the hotel and a mini mart is enough as respondents prefer eating out and discover the city by themselves. The need of a mini mart that propose snack 24/24 will also be much appreciated by the customers as they would like to decide what they want to eat at any time of the day or night.

4.10.3.7 Physical evidence

Physical evidence for COSI are the appearance of the hotel, the decoration of the room and of the common area, and also the cleanliness of the hotel.

Table 4.39: Survey results of the importance of the overall cleanliness of the hotel.

		Important factor cleanliness			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not important at all	3	1,5	1,5	1,5
	Slightly important	5	2,5	2,5	4,0
	Somehat important	16	8,0	8,0	12,0
	Very important	49	24,5	24,5	36,5
	Extremely important	127	63,5	63,5	100,0
	Total	200	100,0	100,0	

Based on the result of both quantitative and qualitative, cleanliness is extremely important. It is one of the most important point for customers. To make sure all the areas of the hotel are completely clean, COSI will have to train and control their maid in order to make sure the hotel is always 100% clean. As shown on table 4.39, 63.5% are considering the cleanliness has extremely important and 24.5% has very important.

Other physical evidences are the overall looking of the hotel including the decoration of the room, of the common area and the outside appearance of the hotel. According to the survey these criteria's a quite important for the customers. From the qualitative research decoration is really important. Customers are looking for simple and designed decoration in the room. The outside appearance of the hotel has also to be good looking with a nice design that people can recognize by far. During the interviews pictures of the hotel has been shown to the people interviewed and all of them mentioned that they liked the design of the hotel and that it is the style of decoration that they like. (Pictures of COSI hotel in Appendix F)

Amenities in the room are also important, COSI will propose such as nice amenities kits in the bathroom including all the toiletries necessary such as Shampoo, soap, tooth brush, ...

Table 4.40: Survey results of the importance of the decoration of the room

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Not important at all	18	9,0	9,0	9,0
Slightly important	35	17,5	17,5	26,5
Somewhat important	57	28,5	28,5	55,0
Very important	59	29,5	29,5	84,5
Extremely important	31	15,5	15,5	100,0
Total	200	100,0	100,0	

Table 4.41: Survey results of the importance of outside appearance of the hotel

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Not important at all	18	9,0	9,0	9,0
Slightly important	38	19,0	19,0	28,0
Somewhat important	60	30,0	30,0	58,0
Very important	59	29,5	29,5	87,5
Extremely important	25	12,5	12,5	100,0
Total	200	100,0	100,0	

Based on the result of the interviews, interviewed are really interested into new kind of kit such as Hangover kits, Energizing kits and power kits Hangover. COSI will offers to their customer these kits. Hangover kit will include paracetamol, banana and vitamins water, energizing kit will include banana, protein bars. The power kit will include phone charger. These kits are part of the COSI experience. The price of each kit will vary depending on what kind of kit the customer will order.

map, 2 drinks at W XYZ) -- \$30

🧴🪒🧴 = "The Re:Fresh" (toothpaste, toothbrush, razor, shaving cream, deodorant) -- \$10

💧🍌🍌 = "The Hangover" (contains 2 bottles of vitaminwater, Advil, 2 bananas) -- \$10

🍷🍷🍪 "The Munchies" = (Coca-Cola, Doritos, Snickers, Chocolate Brownie) -- \$10

📱🔌 = Phone Charger = (please text "iPhone" or "Android") -- \$25

🎁 = Surprise Me (fun swag and cool stuff) -

Figure 4.25: List of Kits

4.11 Budget

In this part will now move on to the implementation and budgeting plan. It will show the deadline the time allocated for each marketing actions and the budgets allocated for each action. To combine all the information a GANTT chart will be used.

Cosi Samui opens on the 1st of December and the marketing plan will start on the 15th of November. The budget allocated for the marketing action is. The total budget allocated to marketing is 4 428 324,00THB. This amount has been calculated on table 5.2. On Table 5.1 all the marketing action with the budget and the time allocated for each are presented. There is a is difference of 154 324THB. That amount of money will be saved by COSI, it will be useful if the brand wants to create new promotion later during the year.

Table 4.42: Schedule and budgeting for 1 year

Marketing actions	Start	End	Duration (days)	Budget (THB)
Advertising on print airline magazine (3 months)	01/12/2017	01/02/2018	62	600 000.00
Bloggers/Youtubers Trip (7 people)	13/01/2018	20/01/2018	7	300 000.00
Bloggers/Youtuber Trip (7 people)	10/02/2018	17/02/2018	7	300 000.00
Development E-newsletter and hire content writer	15/10/2017	15/10/2017	365	200 000.00
Digital search engine optimization	15/10/ 2017	15/10/2018	365	400 000.00
Editorial content on influence fan page, Online magazine	15/10/2017	15/10/2018	365	150 000.00
Facebook ads	15/10/2017	15/10/2018	365	250 000.00
Insta ads	15/10/2017	15/10/2018	365	240 000.00
YouTube ads	15/10/2017	15/10/2018	365	360 000.00
Opening event	1/12/2017	1/12/2017	365	150 000.00
Sales promotion “early bird” (Booking between 01/05/2018 and 01/07/2018 for stay between 01/09/18 and 01/12/2018)	01/05/2018	01/07/2018	61	15 000.00
Sales promotion “opening” (Booking between 15/10/2017 and 01/01/2018 for stay between 01/12/17 and 15/01/2018)	15/10/2017	01/01/2018	78	10 000.00

Hire community manager	15/10/2017	15/10/2018	365	700 000.00
Hire social media influencer x10 all year	15/10/2017	15/10/2018	365	200 000.00
Optimization and maintenance of Cosi's Website	15/10/2017	15/10/2018	365	400 000.00

This table represent the expected sales target based on prediction. As COSI didn't provide any information about their budget, this forecast is based on assumption made from research about hotels of the same size and average occupancy rate in the area.

Table 4.43: COSI Sales Target

Sales target	Room number	Room rate (THB)	Predicted Occupancy per night	Total revenue per night (THB)	F&B revenue per night	Total revenue per night (THB)	Total revenue per season (THB)
<i>Low season</i>							
1/08/18 to 31/11/18	150	1 695	62%	157 635.00	25 000.00	182 635.00	22 098 835.00
1/04/18 to 30/05/18	150	1 695	62%	157 635.00	25 000.00	182 635.00	9 131 750.00
<i>High season</i>							
1/12/17 to 31/03/18	150	1 840	87%	240 120.00	40 000.00	280 120.00	26 891 520.00
1/06/18 to 31/07/18	150	1 840	87%	240 120.00	40 000.00	280 120.00	16 807 200.00
<i>Peak season</i>							
<i>Christmas holidays (opening promotion)</i> 22/12/17 to 5/01/18	150	1 595	65%	155 512.50	25 000.00	180 512.50	2 527 175.00
<i>Chinese New Year holidays</i> 15/02/18 to 25/02/18	150	2 200	95%	313 500.00	44 000.00	357 500.00	3 575 000.00
<i>Songkran Holidays</i> 12/04/18 to 22/04/18	150	2 200	95%	313 500.00	440 000.00	753 500.00	7 535 000.00
Total revenue				1 578 022.50	639 000.00	2 217 022.50	88 566 480.00

This sales target has been conducted based on actual room rates of COSI which varies depending on the seasons. The occupancy rate is based on the average occupancy rate in Thailand. To calculate the revenue per night; the number of room has been multiplied by the room rate and then the occupancy rate. The total revenue per night has been calculated by adding the Revenue per night and the F&B revenue per night.

Total revenue per season is the addition of the F&B revenue per night and the Revenue per night that had been multiplied by the number of day of each period (151 days for the first period for examples).

The revenue per night for the room is 1 578 022,50THB for F&B 639 000.00 THB the total revenue per night is 2 217 022.50 THB and the total revenue for the year is 88 566 480.00THB.

In the hotel industry, hotels are making more money on the food and beverages than the room that is why the F&B revenue per night is higher than the revenue per room.

From this will now move on to the calculation of the Return on Marketing Investment. ROMI is really useful and allow the marketer to know how much they are earning for each baht spent in marketing.

Table 4.44: ROMI Calculation

Total revenue	88 566 480,00
Operation expenses	
Employee	2 640 000,00
Maintenance	1 200 000,00
Utilities	4 500 000,00
Marketing expenses	4 428 324,00
Total expenses	12 768 324,00
Gross revenue	75 798 156,00
Taxes	5 305 870,92
Net profit	70 492 285,08
ROMI	15,92%

Table 4.44 shows the ROMI calculation. In order to calculate the ROMI, all the expenses have to be calculated. Here the expenses detail:

- Employee – COSI will hire 10 employees such as one manager with a monthly salary of 25 000 THB; 2 medium level with a monthly salary of 16 000 THB and 7 junior level with a salary of 10 000 THB. All this amount has been multiplied by 12 (number of month).
- Maintenance has been estimated at 100 000 THB per month that had been multiplied by 12 (number of month in one year)
- Utilities include all the utilities per room such as the electricity, the water. The amount per room is 2 500THB per month that has to be multiplied by 150 (number of room) then per 12 number of month in a year
- Marketing expenses – 5% of the total revenue

To calculate Gross revenue all the expenses had been subtracted the revenue. The Net profit has been calculated by subtracting the taxes (7%) to the gross revenue.

In order to calculate the ROMI the net revenue had been divided by the Marketing expenses. The ROMI for COSI is 15.92% which means that for each baht invested in marketing, COSI will earn 0.1592 baht. All of these calculations are based on assumption and can vary depending on external factors that can affect COSI such as natural disaster, Governmental crisis.

Moving on the implementation of the marketing plan, GANTT chart will be used in order to visualize all the marketing action in correct timelines. This chart is not the final one and can be modified thorough the year.

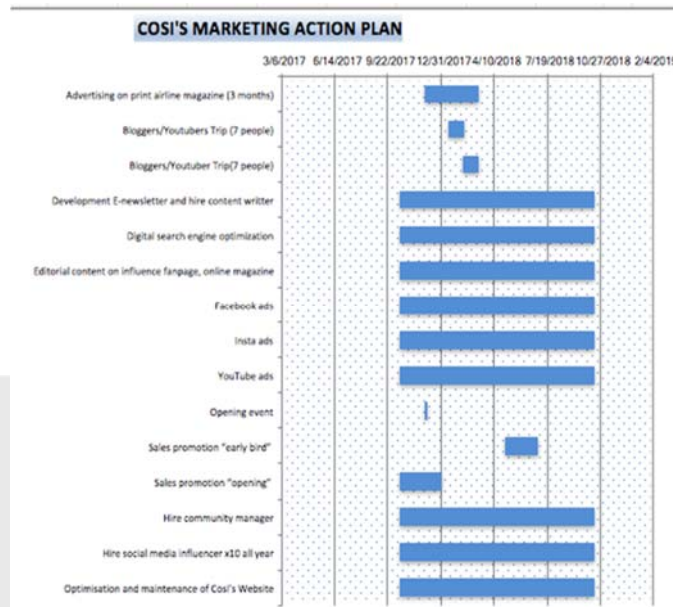


Figure 4.26: GANTT Chart

4.12 Evaluation and control

Evaluation and control plan will be conducted regularly based on the main marketing activities. The part will help COSI to understand what the companies doing correctly and what they're doing wrong. According to the result of the plan the company can do organize changes in order to be more efficient.

Table 4.45.: Evaluation and Control plan

Evaluation tool	Method	Control
Sales analysis	Sales growth formula - (Current month's total sales – Previous month's total sales)/ Previous month's total sales) x 100	Reach 10% on monthly sales. Negative growth should be recorded in files as a red line. Analysis of the marketing campaign and analyze of the most powerful

		marketing tools to be used to reinvest into these tools.
Marketing expenditure analysis (monthly)	ROMI calculation – Net profit/marketing expenses	Keep a ROMI at 15.92% ROMI have to be measured every month. For month with higher sales per dollars in marketing, COSI will have to analyze which marketing tools has been used and use them again in the month after to keep the sales growing.
Service quality control (monthly)	Customer survey distributed to customers (in the hotel room) Internal control by manager	Classify result of the customers survey monthly Analyze the result in order to understand what have to be improved to propose a higher quality of service to customers
Control of website, social media, SEO, reviews (every three months)	Analysis of reviews about COSI Analysis of data customers in order to define the customer (countries, income, ...), the data will be collected from COSI's website, and social media.	Invest in marketing in the region where the most people book Use of direct e-mail to these targeted people based on the demographics information.

		<p>Use of social media marketing to target this specific population</p> <p>Evaluation of the economical consequence on the number of sales</p>
Market share analysis (every three months)	Competitors analysis	<p>Market share increasing of 5% in 3 months</p> <p>Reach a 20% market share within the first year</p> <p>Extend the lengths of airline magazine in order to gain in brand awareness continuously</p>
Customer engagement	Social media and mention	<p>Number of mention</p> <p>Control positive or negative association from the customer</p>
ROI	<p>Calculation of the ROI with the ROI formula</p> <p>$\text{Net Profit} / \text{Marketing Expenditure}$</p>	<p>Analysis of the result in order to know if COSI should spend more on marketing</p>

CHAPTER 5

CONCLUSION

Millennials are the biggest generation ever with a big gap between the first and the last people within millennials. It is complicated to understand exactly the needs and wants of this generation as people don't behave all the same even if they are part of the same generation. Millennials are born with new technology and are ultra-connected. They are willing for instant information and want everything the fastest and the easiest as possible.

Moving on to the accommodation and millennials; they are looking into new types of accommodation as they are different from any other generation. New types of accommodation have been created such as house sharing platform (Airbnb, etc.).

Centara has a well implemented hotel group in South East Asia that has the desire to create a new hotel brand that is dedicated to millennials. This brand COSI. COSI is a new type of hotel; a corporate lifestyle hotel, that fits the millennials' expectations. Everything from the booking to the check-out is simplified, in order to follow millennials. This kind of hotel is already existing today with some brands such as Moxy that are really strong for millennials.

COSI is willing to be on the top brand of hotel for millennials. To reach brand awareness this independent study has been conducted in order to analyze the different communication channels that millennials are looking into. Indeed, through this independent study, previous research and secondary research has been used in order to understand how to communicate to this generation. The analysis of this data allows the construction of the marketing mix for COSI. External and internal analysis has been conducted by drawing a SWOT and PESTEL analysis which give real insight of the actual situation of COSI. Then the marketing mix has been created following the millennials' expectation. The marketing communication considers all aspects of millennials. This independent research will be considered as a guideline for COSI communication and marketing actions.



APPENDIX A

SURVEY QUESTIONNAIRE

**MILLENNIALS BEHAVIOR TOWARDS TOURISTIC
ACCOMMODATION AND HOTEL BOOKING**



Survey questionnaire

Millennials behavior towards touristic accommodation and hotel booking

Research objectives:

1. To understand what millennials are looking for their accommodations
2. To identify how millennials are booking their holidays
3. To identify what is influencing millennials into reserve their accommodation
4. To understand the habits of millennials when they travel
5. To understand what are the expectation of millennials regarding the communication of their accommodation
6. To understand the time that millennials allowing for their holidays
7. To identify where millennials are looking for information regarding their holidays

Igor Dessaint

**Stamford international university
MBA specialization Marketing program**

Term1 November/2016

Part I: General Information**Q1: Gender:**

1. Male 2. Female

Q2; Age range: (millennials between 17 and 37)

1. Under 17 2. 17 to 21 3. 22 to 26 4. 27 to 31 5. 32 to 37
6. 38 and over

Q3: Where do you live?

1. Europe 2. North America 3. South American
4. Asia 4. Oceania 5. Africa

Q4: What is your actual position?

1. Student 2. Self-employed 3. Full time employed
4. Senior management level 5. Professional (Doctor, Army, Police,
Government officer, etc.) 6. Unemployed (Travelling, 1year break, ...)

Q5: What is your monthly income? (In US Dollars, after taxes)

- | | |
|--------------------------|--------------------------|
| 1. No income | 6. Between 4000 and 4999 |
| 2. Less than 999 | 7. Between 5000 and 5999 |
| 3. Between 1000 and 1999 | 8. Between 6000 and 6999 |
| 4. Between 2000 and 2999 | 9. Between 7000 and 7999 |
| 5. Between 3000 and 3999 | 10. 8000 and above |

**Q6: How much are you willing to pay for your holidays per year for yourself?
(In US Dollars, including week-end trip)**

- | | |
|--------------------------|--------------------------|
| 1. Less than 999 | 5. Between 4000 and 4999 |
| 2. Between 1000 and 1999 | 6. Between 5000 and 5999 |
| 3. Between 2000 and 2999 | 7. Between 6000 and 6999 |
| 4. Between 3000 and 3999 | 8. 7000 or higher |

Q7: How often do you travel per year?

- | | | |
|------------------------|-------------------------|------------------------------|
| 1. 1 to 2 times a year | 2. 3 to 4 times a year | 3. 5 to 6 times a year |
| 5. 7 to 8 times a year | 6. 9 to 10 times a year | 7. More than 10 times a year |

Q8: How do you most likely book services for your trip? (flight, accommodation, sight-seeing, transportation, airport pick up, etc.)

1. I always go on a group tour; therefore, my local travel agent arranges everything for me
2. I just pack my bag and go, and figure out bookings when I get to my destination
3. My local travel agent arranges everything for me
4. I book everything by myself (online)

Q9: How long do you usually stay at your vacation destination?

- | | | |
|-------------------------|---------------------|---------------|
| 1. Week-end | 2. Less than a week | 3. One Week |
| 4. Two weeks | 5. Three weeks | 6. Four weeks |
| 7. More than four weeks | | |

Q10: What is your usual style of travel?

1. I am a solo traveler
2. With partner
3. Group of friends
4. With my family

Q11: What do you like to do during your holidays? (you may choose more than one answer)

1. Site seeing,
2. Adventure
3. Beach
4. Urban life
5. Activities (hiking, climbing, ...)
6. Nightlife
7. Other, please specify.....

Q12: By which communication channel you would like to get information from the hotel? (you may choose more than one answer)

1. Email
2. Phone
3. Text message
4. Facebook
5. Instagram
6. Twitter
7. Snapchat
8. YouTube
9. Line/WeChat
- 10: Other, please specify.....

Part II: Information related to the marketing mix

Instruction: Please indicate your level of preference by choosing the correspondent number as your answer.

<p>Q13: Which factors are important when you select an accommodation for your holidays?</p> <p>1 = Not important at all 2 = Slightly important 3 = Somewhat important 4 = Very Important 5 = Extremely important</p>					
Please select the circle only. 1 number per 1 choice					
Product					
Quality standard of the hotel (Lifestyle corporate resort)	1	2	3	4	5
Hotel being part of a well-known group	1	2	3	4	5
Snacks available 24/24	1	2	3	4	5
Chilling/relaxing place open 24/24	1	2	3	4	5
USB port available in the room and in the common area	1	2	3	4	5
Self-kiosk for check-in/check-out	1	2	3	4	5
Laundromat available inside of the hotel	1	2	3	4	5
Free High-speed internet	1	2	3	4	5
Feeling part of a community by going to the hotel you book	1	2	3	4	5
Overall cleanliness of the hotel and the rooms	1	2	3	4	5
Choice between different size of bed	1	2	3	4	5
Price					
Discounted price	1	2	3	4	5
Rewarding program/Loyalty program	1	2	3	4	5

Discounted price when combining airplane hotel	1	2	3	4	5
Place					
Proximity to public transportation	1	2	3	4	5
Proximity to tourist attraction	1	2	3	4	5
Availability of the hotel on all platform (Online travel agency, company's website, etc.)	1	2	3	4	5
Presence on social media	1	2	3	4	5
People					
Employees speaking your language	1	2	3	4	5
Employees speaking English	1	2	3	4	5
Advice from the employee on what to do (activities, restaurant,...)	1	2	3	4	5
Lobby open 24/24	1	2	3	4	5
Availability of the employees	1	2	3	4	5
Physical evidence					
Decoration of the room	1	2	3	4	5
Decoration of the lobby and the common area	1	2	3	4	5
Outside appearance of the hotel	1	2	3	4	5
Amenities in the room (fridge, ...)	1	2	3	4	5
Extra services (fitness room, sauna,...)	1	2	3	4	5
Size of the room	1	2	3	4	5
Process					
Ease of the booking process	1	2	3	4	5
Ease of the check-in/check-out	1	2	3	4	5
Promotion					

<p>Q14: Which communication channel influence you into booking your accommodations?</p> <p>1 = Not at all influential 2 = Slightly influential 3= Somewhat influential 4 = Very influential 5 = Extremely influential</p>					
Please select the circle only. 1 number per 1 choice					
Email	1	2	3	4	5
Facebook	1	2	3	4	5
Instagram	1	2	3	4	5
Twitter	1	2	3	4	5
Snapchat	1	2	3	4	5
Line/WeChat	1	2	3	4	5
YouTube	1	2	3	4	5
TV ad	1	2	3	4	5
Traditional Banners	1	2	3	4	5
Radio advertising	1	2	3	4	5
Word of mouth	1	2	3	4	5
Newspaper	1	2	3	4	5
Reviews (TripAdvisor,...)	1	2	3	4	5
<p>Q15: In term of communication, what will you be interested in to receive from your hotel?</p> <p>1 = Not interested at all 2 = Slightly interested 3= Somewhat interested 4 = Very Interested 5 = Extremely interested</p>					
Special promotion	1	2	3	4	5
Personalized newsletter	1	2	3	4	5
Personalized itinerary depending on your arrival place (airport, train station,...)	1	2	3	4	5
Information about what to do in the area of the hotel	1	2	3	4	5

Personalized message regarding your arrival	1	2	3	4	5
Reminder of your reservation before your arrival with all the booking information (address, etc)	1	2	3	4	5



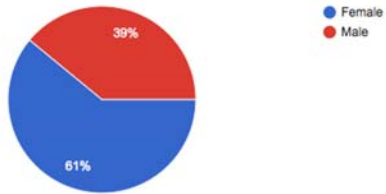
APPENDIX B

**RESULT OF SURVEY FOR QUANTITATIVE RESEARCH
SURVEY QUESTIONNAIRE**

**MILLENNIALS BEHAVIOR TOWARDS TOURISTIC
ACCOMMODATION AND HOTEL BOOKING**

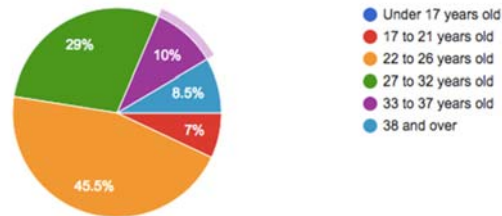
Gender

200 responses



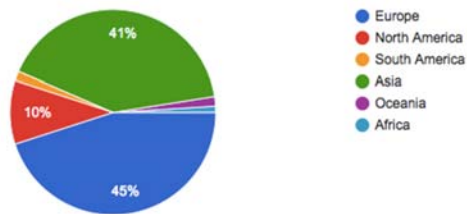
Age range

200 responses



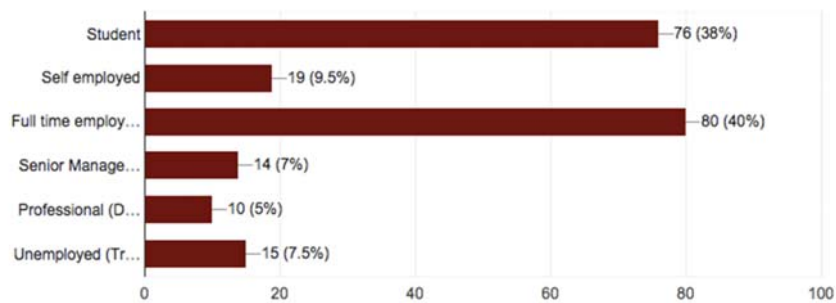
Where do you live ?

200 responses



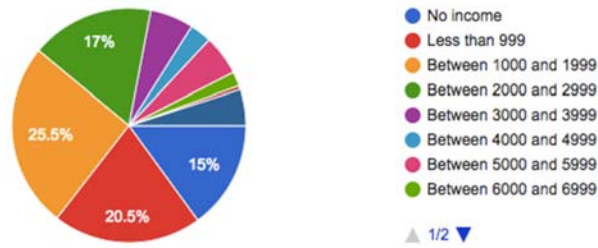
What's your actual position ? (you may choose more than one answer)

200 responses



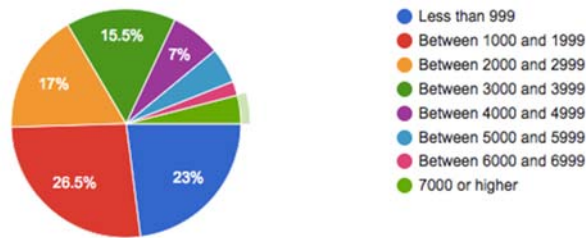
What is you monthly income ? (In US Dollars, after taxes)

200 responses



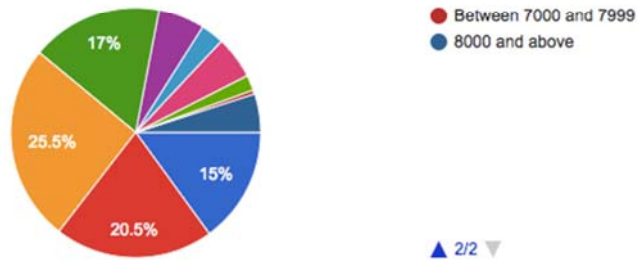
How much are you willing to pay for your holidays per year for yourself ? (In US Dollars, including week-end trip)

200 responses



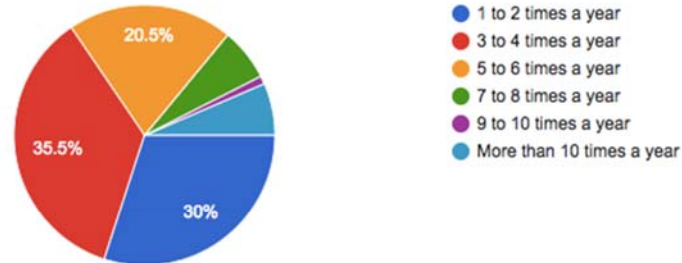
What is you monthly income ? (In US Dollars, after taxes)

200 responses



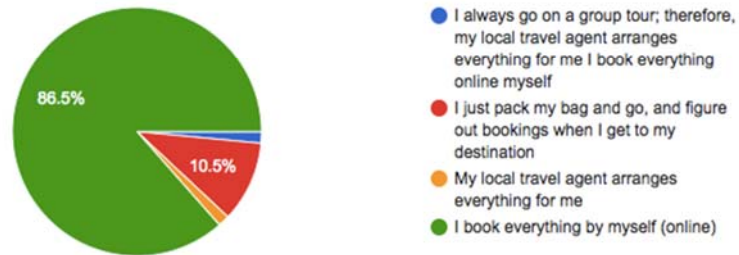
How often do you travel per year ?

200 responses



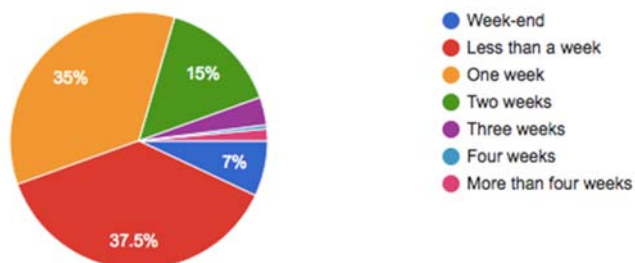
How do you most likely book services for your trip ? (flight, accommodation, sight-seeing, transportation, airport pick up, etc)

200 responses



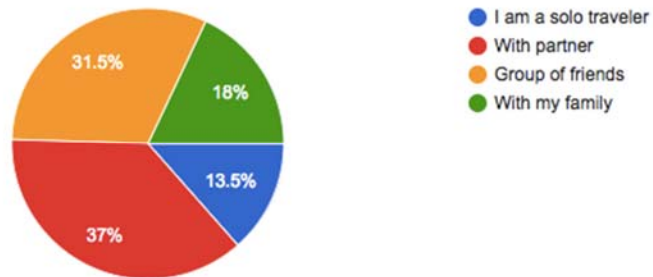
How long do you usually stay at your vacation destination ?

200 responses



With who are you travelling the most ?

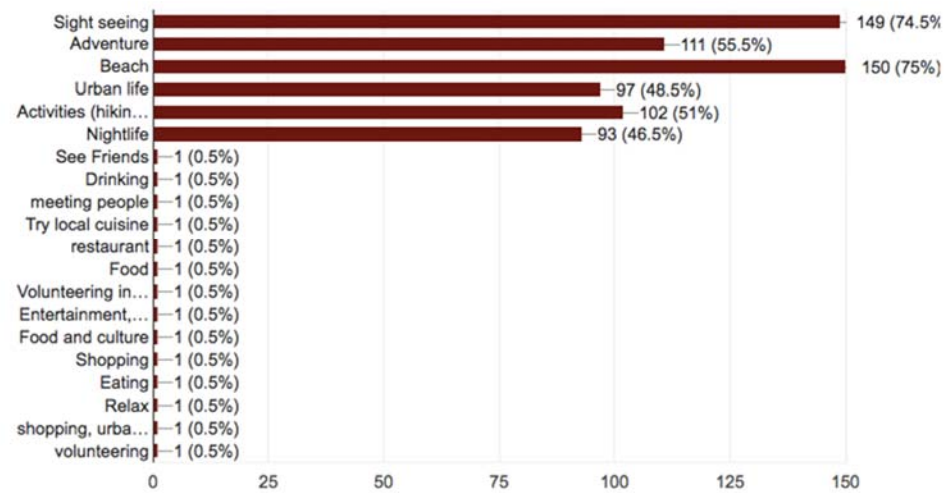
200 responses



What do you like to do during your holidays ? (you may choose more than one answer)

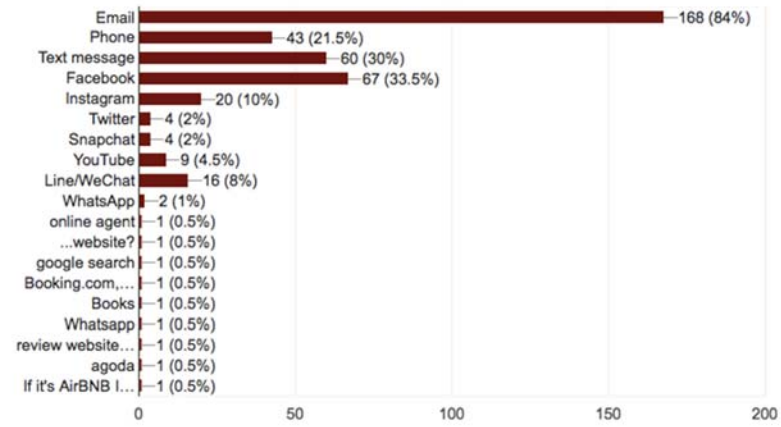


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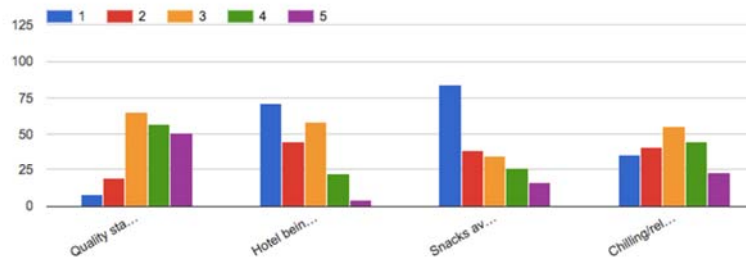


By which communication channel you would like to get information from the hotel ? (you may choose more than one answer)

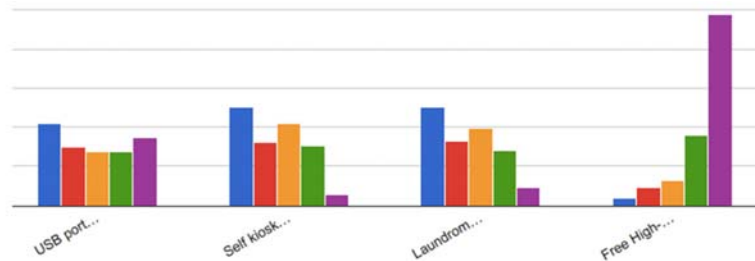
200 responses



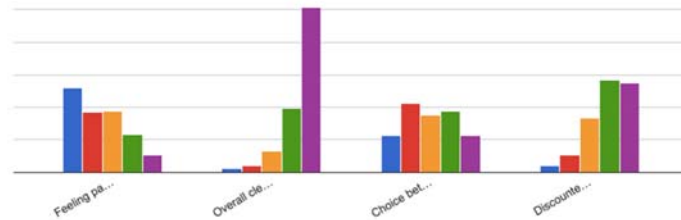
Which factors are important when you select an accommodation for your holidays ? 1 = Not important at all / 2 = Slightly important / 3= Somewhat important / 4 = Very Important / 5 = Extremely important



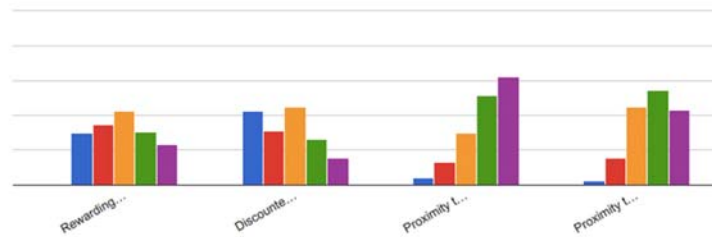
Which factors are important when you select an accommodation for your holidays ? 1 = Not important at all / 2 = Slightly important / 3= Somewhat important / 4 = Very Important / 5 = Extremely important



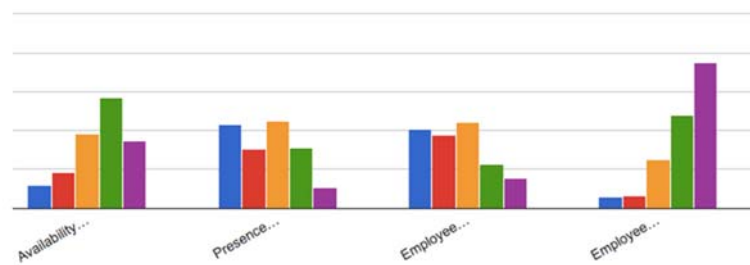
Which factors are important when you select an accommodation for your holidays ? 1 = Not important at all / 2 = Slightly important / 3= Somewhat important / 4 = Very Important / 5 = Extremely important



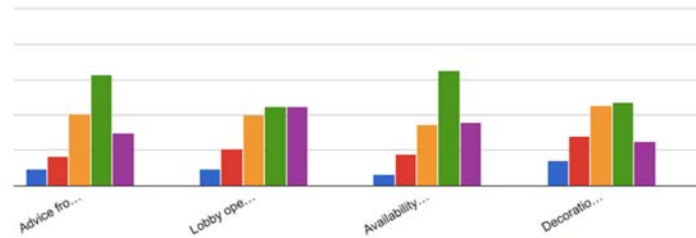
Which factors are important when you select an accommodation for your holidays ? 1 = Not important at all / 2 = Slightly important / 3= Somewhat important / 4 = Very Important / 5 = Extremely important



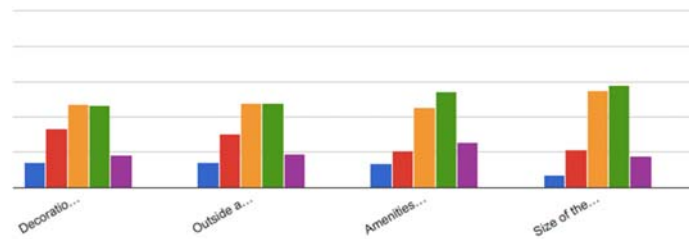
Which factors are important when you select an accommodation for your holidays ? 1 = Not important at all / 2 = Slightly important / 3= Somewhat important / 4 = Very Important / 5 = Extremely important



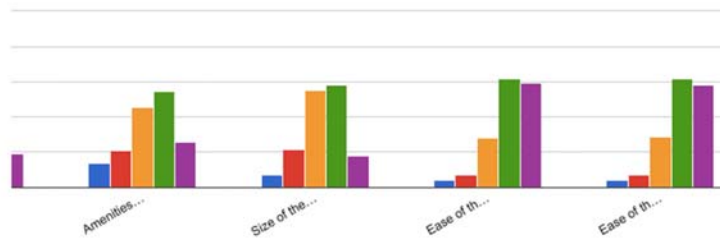
Which factors are important when you select an accommodation for your holidays ? 1 = Not important at all / 2 = Slightly important / 3= Somewhat important / 4 = Very Important / 5 = Extremely important



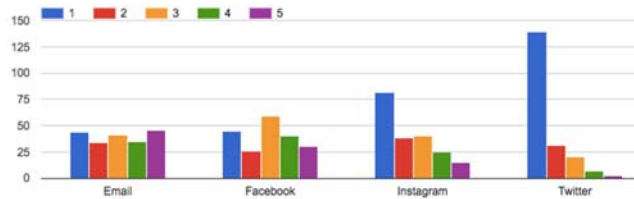
Which factors are important when you select an accommodation for your holidays ? 1 = Not important at all / 2 = Slightly important / 3= Somewhat important / 4 = Very Important / 5 = Extremely important



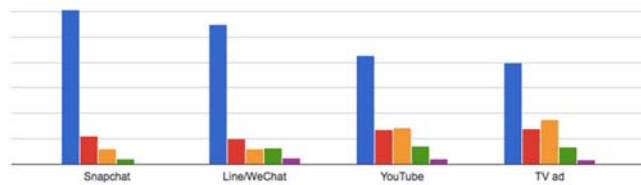
Which factors are important when you select an accommodation for your holidays ? 1 = Not important at all / 2 = Slightly important / 3= Somewhat important / 4 = Very Important / 5 = Extremely important



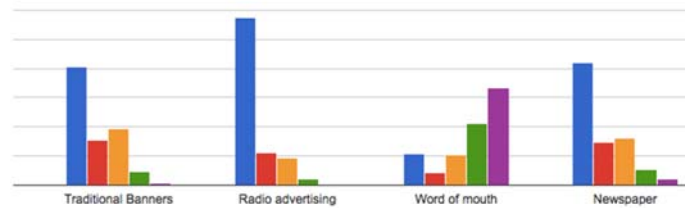
Which communication channel influence you into booking your accommodations? 1 = Not at all influential / 2 = Slightly influential / 3= Somewhat influential / 4 = Very influential / 5 = Extremely influential



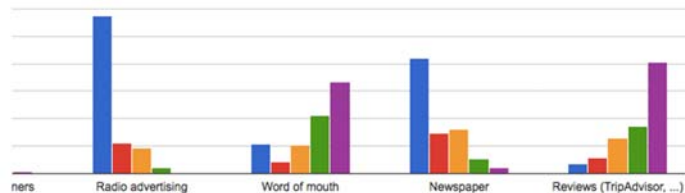
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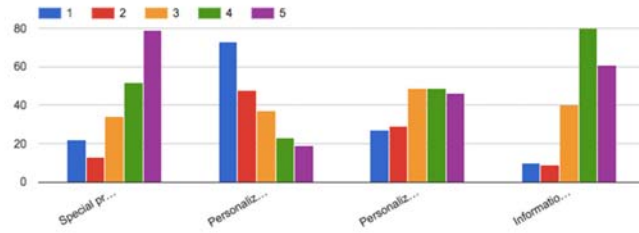
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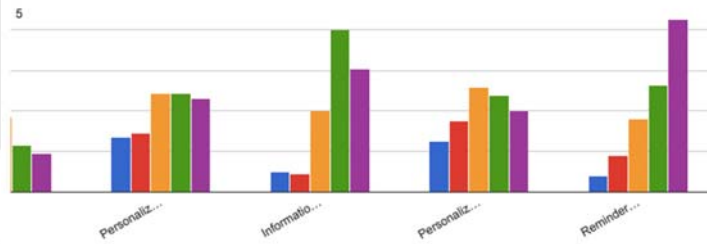
Which communication channel influence you into booking your accommodations? 1 = Not at all influential / 2 = Slightly influential / 3= Somewhat influential / 4 = Very influential / 5 = Extremely influential



In term of communication, what will you be interested in to receive from your hotel ? 1 = Not interested at all / 2 = Slightly interested / 3= Somewhat interested / 4 = Very Interested / 5 = Extremely interested



In term of communication, what will you be interested in to receive from your hotel ? 1 = Not interested at all / 2 = Slightly interested / 3= Somewhat interested / 4 = Very Interested / 5 = Extremely interested





APPENDIX C

INTERVIEWS FOR QUALITATIVE RESEARCH

**MILLENNIALS BEHAVIOR TOWARDS TOURISTIC
ACCOMMODATION AND HOTEL BOOKING**

Interview n°1

Interview conducted with Siti Choirunnisa. She's an MBA student in STAMFORD International University. Before doing her MBA this year she was working in the hospitality industry. She's Indonesian and live in Thailand since more than 6 years. This interview has been conducted face to face in a neutral environment.

Demographic:

- *What is your age?*
I'm 31 Years old.
- *What is your income?*
As I am actually doing my MBA and not working I don't have my own income but I use my saving and I count on my husband.

Product:

- *What kind of hotel are you booking in general? (low class, middle high class, etc)*
I book High class hotels, 4 stars and up because I believe in quality and high-quality service. The most important criteria over all of them if the cleanliness of the hotel. I can't stay in a place where it is not 100% clean.
- *Will you be interested into a snack/bar service available 24/24 where you can relax?*
Yes, because I would like it as I could select what I want to eat and drink whenever I want at any time. Sometime the restaurant in the hotel are not proposing the food that I like, so Yes having a minimart can be a good idea.

- *Are internet and USB port connection available everywhere in the hotel is important for you?*

Yes, it is important because I like to stay connected all the time and about the USB port it can really be useful as in some country the plugs are different and then with USB I can just charge my stuff without the need of and adaptor.

- *Are you willing to meet new people in your hotel?*

No, I don't as I just wish to relax and enjoy my holidays with my husband's/friends. I don't need to meet new people but I'm not against the idea to make friends during my trip.

Place:

- *Where do you usually book your holidays?*

Online because it's convenient and I can manage it exactly how I want it without the need to rely on someone. I believe in the review from online and that's what influence me the most.

- *Do you choose your hotel because of the situation? located close to public transportation and tourist attractions.*

Yes, because it is important to be close to anything and not have to think about how to move around and pay extra money to go somewhere.

- *Where are you looking for information regarding your trip and your accommodation?*

As I told you before I believe in online review. Before booking an hotel I always look on different website to see the different reviews. I believe a lot on trip advisor.

Promotion:

- *Are promotions will make you select an hotel more than another?*
Yes, advertising can influence me on my buying decision for a hotel. It can create the desire to travel even if didn't planed it before. Advertising for hotel is important even if I think that the promotion of the destination is more important than the hotel indeed.
- *Are you willing to subscribe a reward program if it can give you promotion?* Yes, it is important for me as I am loyal customer and I believe in reward from the brand. I go to. I'm really loyal and I like the fact that the loyalty can be rewarded. Between two hotels if one has a rewarding program and the other one I will mostly go for the one who offers rewarding program.
- *Does social media influence you on your buying decisions for your accommodation?*
Yes, social media influence me on my buying decision but more based on the destination. What influence me the most is the email I can receive from different hotels. I mean personalized e-mails not like a newsletter that everybody receives.
- *Can you explain if reviews are important before buying your accommodations? if yes why? do you trust them completely?*
Reviews are really important as I always look at them before booking my accommodation. I rely a lot on what other people say about the hotel. I always look on TripAdvisor before booking.

Price:

- *How much are you spending on average per year for your holidays? (US dollars)*

1800\$ per year approximately

- *How much are you spending for the accommodation for your holidays? (US dollars)*

800\$, I would say that I dedicate around 50% of the total amount of my holidays for the accommodation.

- *How much are you willing to pay at the maximum for your hotel? (per night in US dollars) –*

300\$ maximum if it's a really nice hotel (5 stars) that propose a high service quality but in general I pay between 100\$ to 200\$. This price is for one room for 2 peoples.

People:

- *What is important for you regarding the hotel employees? do you mind if they don't speak your language but they speak English? English – most important behave nicely*
- *Is it important for you that the reception stay open 24/24? It is necessary because I feel secure and protected*

Physical evidence:

- *Is the design of the hotel and of the room influence you to reserve your hotel? Yes, the design of the room influences me more than the design of the hotel. It is important to have a stylish room where I can feel comfortable. I like simple decoration with clear color.*

- *What kind of design are you looking into for your hotel?*

As I mentioned before I like simple design, and it is important that the room have a spacious bathroom. I like also the fact that the hotel offers nice amenities (such as nice bathroom kit). Again, the cleanliness is really more important than the design I would go in a hotel where I don't like the design if I have the guaranteed that it is 100% clean.

- *Is the website outlying of the hotel is important for you?*

Yes, it influences me it has to be simple and provides nice photos and nice if there is testimonial can be directly on the website it's a plus. I also think it is important as I always book my hotel directly through the hotel website as I believe that booking directly via the company's website can offer you rewards (free upgrade,)

- *What do you think about the hotel in general? (pictures available on appendix)*

I like it, maybe I would be better if the room were more colorful than just white wall? I like the common area.

Process:

- *Is room service important for you?*

It depends on what kind of hotel I am going to. If I'm going to a High class yes, I enjoy the room service and it is needed. when I stay in a basic accommodation I'm spending more time outside and so the room service is then not important at all.

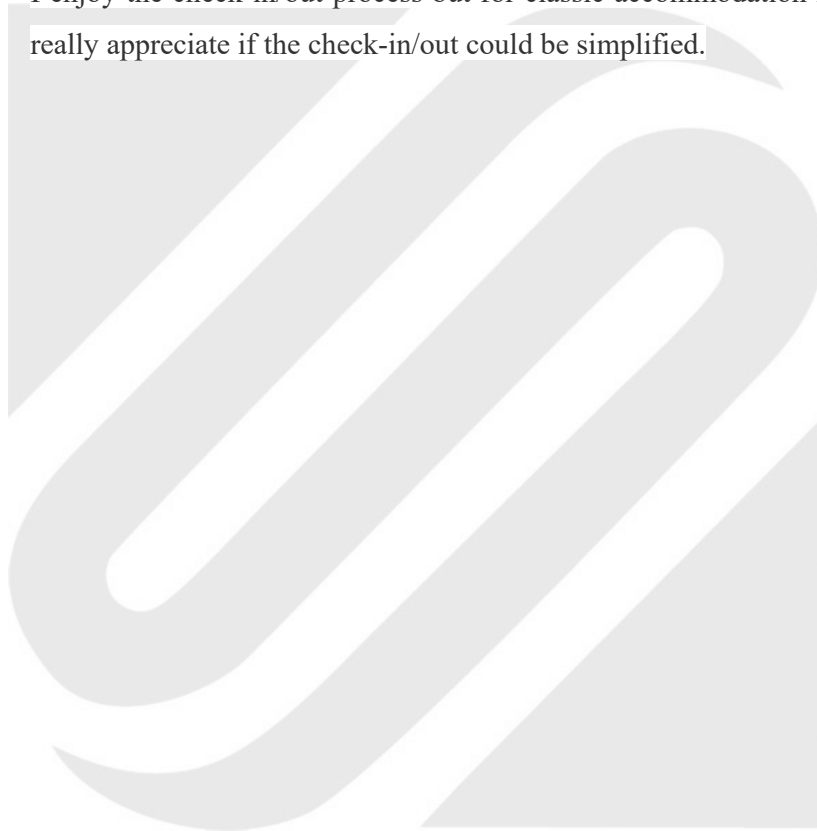
- *Do you need a restaurant in the hotel or a mini mart who propose snacks 24/24 Is enough?*

Would be great if mini mart available so can buy water or snacks when I want. It is the same than what I say before if I go to the high-end hotel the

restaurant is important as it is part of the high-end hotels. For basic accommodation, I prefer eating outside so there is no need of a restaurant.

- Are you interested by doing the check-in/Check-out by yourself via a smartphone app or via self-check-in kiosk?

Yes, it can be a great idea so I don't lose time but again for high-end hotel I enjoy the check-in/out process but for classic accommodation I would really appreciate if the check-in/out could be simplified.



Interview n°2

Interview conducted with Laure Schutzenberger. She's French and lives in Paris. She's a student in Science.

Demographic:

- *What is your age?*
I'm 22 years old
- *What is your income?*
Less than 1700\$ per year as I am student and I count my saving and my family.

Product:

- *What kind of hotel are you booking in general? (low class, middle high class, etc)*
I generally book in middle class hotels depending on who I am traveling with. 120\$ per night feels the right price for me depending on the destination.
- *Will you be interested into a snack/bar service available 24/24 where you can relax?*
The bar service is a really good idea! I would like to have a place to go between the time I come back into the hotel and the moment I go to sleep in my room.
- *Are internet and USB port connection available everywhere in the hotel is important for you?*

Internet is a very important service especially in foreign countries when I don't have any network. USB port connection is less important as I can charge my phone in my room.

- *Are you willing to meet new people in your hotel?*

I am willing to meet new people if they are pretty much my age and we enjoy doing the same things. I went into an hotel in London for example where there was a big room downstairs with games, drinks, couches, and you could meet people from lots of different places and it was really fun.

- *Will you be interested if your hotel proposes you some to make your stay more enjoyable? (Energy kit with orange juice, granola,... - Hangover Kit with vitamin water, paracetamol,...)*

This will be a very good idea!! It will buy us time instead of going out to a supermarket. Especially the hangover kit.

Place:

- *Where do you usually book your holidays?*

Online through Booking.Com or AIRBNB depending what types of accommodation I want.

- *Do you choose your hotel because of the situation? located close to public transportation and tourist attractions.*

I choose the hotel for his proximity with tourist attractions and night bars. The transportation is important too if I plan on moving a lot to different places. I also make sure that the place where the hotel is located is safe.

- *Where are you looking for information regarding your trip and your accommodation?*

I am looking on Booking.com, TripAdvisor, sometimes books such as guidebook as the lonely planet. But I really a lot on the comment made from customer on booking.com and trip advisor.

Promotion

- *Are promotions will make you select an hotel more than another?*

Of course, as I rely on advertising and it influence me every day on my buying decision. For hotel advertising have to be clear with nice pictures even if I though I'll select more a destination than a specific accommodation when I look at an advertisement.

- *Are you willing to subscribe a reward program if it can give you promotion?*

If it is a free card I will be interesting. The promotion must really occur (1 night offered for 10 nights in the same hotel for example).

- *Does social media influence you on your buying decisions for your accommodation?*

Not really, I am not a big fan of social media, the one the I use the most is Instagram.

- *Can you explain if reviews are important before buying your accommodations? if yes why? do you trust them completely?*

Reviews are important for me because we can have advices from different type of people even if they are not completely objective. I trust them most of the time but it depends on the number of reviews (if 1 person says a bad thing amongst 10 others I will be careful but

if it is one amongst 100 I will not pine suspicious)

Price:

- *How much are you spending on average per year for your holidays?
(US dollars)*

1000 US dollars on average.

- *How much are you spending for the accommodation for your holidays? (US dollars)*

250 US dollars for the accommodation. I am at friends or at home most of the time as I travel generally where I can visit friends or family.

- *How much are you willing to pay at the maximum for your hotel?
(per night in US dollars)*

I am willing to pay 120\$ at the maximum per night for 2 persons.

- *Are promotion (discount) are important in your buying decisions?*

Promotion are important and makes me feel I am saving money even if it is not necessarily right as I feel like promotion are tricking me as I will get a lower room category or things like this.

People:

- *What is important for your regarding the hotel employees? do you mind if they don't speak your langue but they speak English?*

They need to be nice and willing to help. If they speak English it is perfect for me there is no need for them to speak French but it can be a bonus but not necessary.

- Is it important for you that the reception stay open 24/24?
Yes, it is as I might need to leave early for a plane or have a problem in the room...

- *But what if you can do the check-in-out by yourself*
Then the reception doesn't have to be open 24/24 but I would need a number that I can call any time in case a problem.

Physical evidence:

- *Is the design of the hotel and of the room influence you to reserve your hotel?*
The design influence me a lot. It is okay if the room is not truly decorated but it needs to be clean and convenient, the cleanliness is important.
- *What kind of design are you looking into for your hotel?*
Young Modern design of very classic. But not old fashioned.
- *Is the website outlying of the hotel is important for you?*
It is very important as it will be the first thing that I see (photos, services, prices...) but I generally book through booking.com so the outlying is always the same and I like it.
- *What do you think about the hotel in general? (pictures available on appendix)*
I like it, it is simple but design at the same, I could really choose an hotel like this as it what I'm looking for when I look for an hotel, clear, design with a good looking.

Process:

- *Is room service important for you?*
Not very much, but it is always a plus. I will have different expectations depending on the price that I pay but I generally don't use it much.

- Do you need a restaurant in the hotel or a mini mart who propose snacks 24/24 Is enough?
A snack is enough as I prefer to have dinner outside to visit the city, the mini mart can be a good idea form little snack and water.

- Are you interested by doing the check-in check-out process by yourself thought a self-service kiosk?
It can be great because I will buy us time and avoid any problems with the personnel.

Interview n°3

Interview conducted by Phone with Richard Foote. He is an American citizen living in Zurich for 6 months. He is working in Marketing in a big company. He likes to travel and he's always happy to discover new type of accommodation.

Demographic:

- *What is your age?*

I'm 27 years old.

- *What is your income?*

90k \$ per year

Product:

- *What kind of hotel are you booking in general? (low class, middle high class, etc)*

I book in general middle-class hotel as I prefer saving money for all the activities such as restaurant or nightlife during my trip but sometimes I go for high-class hotel depending on the destination.

- *Will you be interested into a snack/bar service available 24/24 where you can relax?*

Yes, I think it can be good idea so I could go buy snacks at any time of the day and night and choose what I want because sometime in hotel if you want to eat in the middle of the day the restaurant is closed and have to found another solution.

- Are internet and USB port connection available everywhere in the hotel is important for you?

Yes, internet is really important for me especially abroad as I always want to keep in touch with my family and friends. About USB it can be interesting to have it as like this I don't have to bring an adaptor to charge my phone/laptop.

- Are you willing to meet new people in your hotel?

Yes, I'm a very social person and I like to make new friends all around the world. Meeting people in the hotel I stay can be nice as I could enjoy my trip with them.

- Will you be interested if your hotel proposes you some kit to make your stay more enjoyable? (Energy kit with orange juice, granola, - Hangover Kit with vitamin water, paracetamol,)

Yes, I'm very interested in kit like this as sometime abroad you don't know where to go to buy specific stuff. The hangover kit is a great idea along with Alka-Seltzer and Banana.

Place:

- Where do you usually book your holidays?

I only book Online as it gives the liberty of choice and I believe that it is cheaper online than in a traditional agency.

- Do you choose your hotel because of the situation? located close to public transportation and tourist attractions.

Yes, I want my accommodation close to public transportation and if possible close to tourist attraction as I don't want to lose time to reach the closest metro as in holidays I want to enjoy not being stressed.

- Where are you looking for information regarding your trip and your accommodation?

I look mostly online, on Google, Trip Advisor, I believe on online reviews. I also rely on my friend's recommendation.

Promotion

- Are promotions will make you select an hotel more than another?

For me everything is about the pictures of the hotel if the advertising shows nice pictures and nice view then yes it can influence me.

- Are you willing to subscribe a reward program if it can give you promotion?

Yes! I believe in rewarding program and I am loyal client to specific brand especially for airlines, it can be interesting if the accommodation that I book could be link with some airline rewarding program to accumulate miles through my hotel booking.

- Does social media influence you on your buying decisions for your accommodation?

Yes, social media influence me on my buying decision. I believe people that I follow on YouTube and Instagram for examples. I'm looking on what are the destination that they recommend more than the hotel.

- Can you explain if reviews are important before buying your accommodations? if yes why? do you trust them completely?

Yes, reviews allow me to see other people's experiences before making a decision. I trust the majority of the reviews, understanding that there are always people who will make reviews more negative or positive based on certain circumstances for example, if someone was

angry it could be worse than it really was or if someone works for the hotel it could be better than it needs to be.

Price:

- *How much are you spending on average per year for your holidays? (US dollars)*

Approximately 3000\$ but can vary depending if I'm visiting my family and friend or if I'm going on holidays by myself.

- *How much are you spending for the accommodation for your holidays? (US dollars)*

Around 1000\$-1200\$ but I am mostly but again as I am mostly visiting my family and friends I don't spend a lot on accommodation.

- *How much are you willing to pay at the maximum for your hotel? (per night in US dollars)*

Around 150-200 per night depending on the destination can be more if I want a luxury hotel.

- *Are promotion (discount) are important in your buying decisions?*

Yes, promotion making me choose an hotel more than another as I like to know that I caught a good deal for my holidays, I always look on different website to be sure to have the best price.

- *What kind of promotion do you like? (discount on the hotel price, discount on additional services, etc). Why?*

Discounts on room prices. Because this makes me think I have more money to spend on other activities during the holiday and that I could

stay longer if I wanted. Discounts also give the idea that I should take advantage of the opportunity to stay there while there is a discount over another option that does not currently have a discount or promotion on the room prices.

It is also nice when the hotel provides discounts or packages on activities such as tours.

I also like promotions regarding reward systems or loyalty cards. For example, if there is a promotion to gain more points than normal for rewards.

People:

- What is important for you regarding the hotel employees? do you mind if they don't speak your language but they speak English?

I don't mind what languages they speak. Normally the basic vocabulary needed is OK for the situation.

- Is it important for you that the reception stay open 24/24?

No, as long as there is another way to get a key

Physical evidence:

- Is the design of the hotel and of the room influence you to reserve your hotel?

Yes, it is important as I want to stay in nice place with a nice design. Cleanliness is really important for me.

- What kind of design are you looking into for your hotel?

I like Modern design with big beds and big windows. The room have to be Bright. The lobby have to be nice as it is the first thing I'll see when I enter into the hotel and it will be my first impression.

- Is the website outlying of the hotel is important for you?

Yes, even if I generally don't book through the hotel website as the payment condition are generally not flexible I always look the website and a well-maintained hotel website means a well-maintained hotel, right?

- What do you think about the hotel in general? (pictures available on appendix)

- It is exactly the kind of decoration that I like simple, clear and design.

Process: I like that kind of spaces with a nice design for the common area.

- Is room service important for you?

It is a nice benefit but not mandatory. I would not make a decision based on room service. I prefer eating out and discover the place where I am than order room service and stay in the room ...

- Do you need a restaurant in the hotel or a mini mart who propose snacks 24/24 Is enough?

It depends on the location. If the hotel is far away from other resources I consider a restaurant mandatory. A mini mart with snacks is very important I can decide of what I want and when I want it.

- Are you interested by doing the check-in check-out process by yourself thought a self-service kiosk?

Yes, I'm very interested but the machine has to be simple to use and convivial because sometimes machine can take more time than real people.





APPENDIX D

ANOVA ANALYSIS

ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
Important factor size of the bed	Between Groups	25,709	4	6,427	4,204	,003
	Within Groups	298,111	195	1,529		
	Total	323,820	199			
Important factor size of the room	Between Groups	15,980	4	3,995	4,278	,002
	Within Groups	182,100	195	,934		
	Total	198,080	199			
Important factor amenities in the room (Fridge, Special Kit,...)	Between Groups	17,388	4	4,347	3,436	,010
	Within Groups	246,692	195	1,265		
	Total	264,080	199			

ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
Important factor Relaxing place 24/24	Between Groups	23,452	5	4,690	3,073	,011
	Within Groups	296,128	194	1,526		
	Total	319,580	199			
Important factor being part of community	Between Groups	17,816	5	3,563	2,335	,044
	Within Groups	295,979	194	1,526		
	Total	313,795	199			
important factor employee speaking langue of the customer	Between Groups	24,207	5	4,841	3,169	,009
	Within Groups	296,348	194	1,528		
	Total	320,555	199			
Important factor amenities in the room (Fridge, Special Kit,...)	Between Groups	16,294	5	3,259	2,551	,029
	Within Groups	247,786	194	1,277		
	Total	264,080	199			
Important factor size of the room	Between Groups	13,296	5	2,659	2,792	,018
	Within Groups	184,784	194	,952		
	Total	198,080	199			

ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
Important factor Snack 24/24	Between Groups	20,478	5	4,096	2,382	,040
	Within Groups	333,517	194	1,719		
	Total	353,995	199			
Important factor rewarding program/loyalty program	Between Groups	23,080	5	4,616	3,250	,008
	Within Groups	275,540	194	1,420		
	Total	298,620	199			
Important factor Discounted price when combining hotel+ plane	Between Groups	22,351	5	4,470	2,795	,018
	Within Groups	310,269	194	1,599		
	Total	332,620	199			
Important factor employee speaking english	Between Groups	14,020	5	2,804	2,685	,023
	Within Groups	202,600	194	1,044		
	Total	216,620	199			
Important factor Advice from the employee	Between Groups	14,060	5	2,812	2,440	,036
	Within Groups	223,620	194	1,153		
	Total	237,680	199			
Important factor size of the room	Between Groups	14,026	5	2,805	2,957	,013
	Within Groups	184,054	194	,949		
	Total	198,080	199			

ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
Important factor Laundromat	Between Groups	31,657	9	3,517	2,289	,018
	Within Groups	292,023	190	1,537		
	Total	323,680	199			
Important factor ease of the Check-in/out	Between Groups	20,456	9	2,273	2,548	,009
	Within Groups	169,464	190	,892		
	Total	189,920	199			

ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
Important factor rewarding program/loyalty program	Between Groups	23,378	5	4,676	3,296	,007
	Within Groups	275,242	194	1,419		
	Total	298,620	199			
Important factor Discounted price when combining hotel+plane	Between Groups	23,829	5	4,766	2,994	,013
	Within Groups	308,791	194	1,592		
	Total	332,620	199			

ANOVA

Important factor rewarding program/loyalty program

		Sum of Squares	df	Mean Square	F	Sig.
Between Groups		20,640	6	3,440	2,388	,030
Within Groups		277,980	193	1,440		
Total		298,620	199			

ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
Important factor Relaxing place 24/24	Between Groups	17,758	3	5,919	3,844	,011
	Within Groups	301,822	196	1,540		
	Total	319,580	199			
Important factor Snack 24/24	Between Groups	17,203	3	5,734	3,337	,020
	Within Groups	336,792	196	1,718		
	Total	353,995	199			



APPENDIX E

COSI LOGO



APPENDIX F

**SKETCH OF DECORATION AND OUTSIDE APPEARANCE OF
THE COSI SAMUI CHAWENG**



COSI ROOM



COSI ROOM



LOBBY



OUTSIDE APPEARANCE OF COSI SAMUI CHAWENG

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