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Drowzey Hotel

1.0 Marketing Vision

The Drowzey Hotel is Somnigstad's premier luxury hotel and seeks nothing less than to transport visitors to a high-end cosmopolitan hotel setting, unlike anything that can be found in Somnigstad or elsewhere in the state. Luxury, aesthetics, and customer service (our customers are royalty here) are the hallmarks of the Drowzey Hotel.

1.1 Goals

Personal Goals (for CEO):

- Speak or take part in a panel at American Hotel and Lodging Association conference in 2012
- Be asked to speak at more than 10 events in 2012

Business Goals:

- Total annual revenue to exceed \$10 million in 2011 and \$11.5 million in 2012
- Average \$ per customer transaction to exceed \$1,800 in 2012
- Exceed 20,000 leads in 2011

Strategic Goals:

- To obtain a 99% "highly satisfactory" or higher rating on customer surveys
- To achieve Forbes five-star rating by 2012

Tactical Goals:

- Hire new blog editor in 2010
- Hire new PR agency in 2010
- Target 10,000 individuals per year with direct mail
- Hold 3 focus groups in 2010, 6 in 2011, 10 in 2012

1.2 Purpose

This marketing plan will be the blueprint of Drowzey Hotel's establishment as a five-star hotel that goes beyond meeting customer expectations. Even with the highest customer service and amenities, Forbes will only grant a five-star rating after a number of years of consistent service. The Drowzey Hotel will devote itself to this consistency as well as finding new ways to surprise visitors with its hospitality in order to create experiences that are worth much more than its wealthy clientele pay for them. The Drowzey Hotel believes that luxury must be a bit pleasantly unpredictable to be truly rewarding.

1.3 Picture

A visitor to the Drowzey Hotel expects a beautiful, high-end boutique hotel from the images they have seen online and what they have read about it. However, they are impressed from the

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beginning by the attentiveness of staff, including their almost constant question of "Is there anything else I can do to make your stay better?"

At first, the visitor has no answer to this question, but as he or she comes up with ideas they discover that the staff find a way to attend to them, even when they seem to be difficult tasks. Beyond this high level of customer service, the visitor finds a delightful gift in their room each evening of the stay. Finally, without even asking for it, the concierge offers to make reservations for the visitor and their colleagues at the restaurant he or she had previously found to be booked up. Guests leave the Drowzey Hotel with the notion that the staff and management wield some kind of magic.

1.4 Gap Dashboard

The Gap Dashboard reflects the company's goals and CEO's personal goals which can be measured quantitatively. Once a month, the Gap Dashboard will be updated and reviewed in a marketing meeting between the CEO and Marketing Manager, along with details on gaps between the numbers. The two will examine both shortfalls and successes beyond plans in order to look at whether goals should be escalated.

Table: Gap Dashboard

Gap Dashboard			
	Year 1	Year 2	Year 3
Personal			
Speaking engagement requests	5	8	10
Other	0	0	0
Business			
Revenue	\$7,907,041	\$10,175,183	\$11,509,551
\$ Per Customer Transaction	\$1,252	\$1,693	\$1,863
Leads	15,917	21,550	22,628
Tactical			
Individuals targeted by direct mail	10,000	10,000	10,000
Focus Groups	3	6	10
Strategic			
Customer satisfaction level at highly satisfactory	90%	96%	99%
Forbes Star Rating	4	4	5

2.0 Ideal Customer

Whether visiting Somnigstad for business or pleasure, some travelers are not satisfied with the predictability of chain hotels or the quaint charm (and unpredictability) of inns and bed and breakfasts. This ideal customer earns and has earned a great deal of money in his or her life and can afford the best any city has to offer. When traveling, this customer feels it is important to have new experiences which demonstrate the status he or she has achieved in life. Furthermore, if this customer misses such an experience he will judge that he has lost something, even if no one else knows.

The type of lodging this customer desires is extremely comfortable, aesthetically beautiful, and

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features services which go above and beyond a four star hotel's offering. Room service, a full bathtub, fitness center, and Internet access are all prerequisites for this traveler. Their hotel of choice needs to offer a surprising level of luxury.

2.1 Market Description

The target market for the Drowzey Hotel share most of the following characteristics:

- Ages 35 to 60
- Visiting Somnigstad from a large American city or Europe
- Professional career, income over \$100,000 or net worth over \$1 million
- Believe that experiences are as valuable as, if not more valuable than, material things
- Feel entitled to luxurious experiences due to their success and hard work
- Guard their free time jealously

3.0 Remarkable Difference

The Drowzey Hotel demonstrates its difference by finding ways to surprise their visitors with the hotel's luxury. The hotel will go beyond the normal amenities common to a five-star hotel designation by indulging the whims of visitors through their concierge service and room service, and by anticipating the needs of visitors. The core message of the Drowzey Hotel is "Luxury that will surprise you."

3.1 Differentiators

The Drowzey Hotel is differentiated from other high-end hotels of Somnigstad through its focus on luxury, rather than Southern charm. However, this differentiation can be imitated over time. To keep a competitive advantage, the Drowzey Hotel focuses on an ever-evolving suite of services. These include:

- Room service which includes an extensive menu as well as products of all types that can be bought in Somnigstad or ordered
- Concierge service which can offer exclusive experiences to visitors or indulge their whims on short notice
- Surprise gifts each day of the stay tailored to an individual's interests, such as food items, candy, or books

4.0 Core Strategy

The core strategy of Drowzey Hotel's marketing is to project both its opulence and unwavering dedication to its mission or surprising visitors with its luxury. Internally, staff will be drilled with this mission so that they understand that excellent service is the highest art and not a lowly pursuit. Staff will be directed to seek out new ways to surprise and excite visitors. Staff training, covered within the marketing training section, will help staff understand this concept, although new hires will be chosen with an eye towards creativity as well as work ethic.

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Measurable results that will show that the business is achieving its goal will include customer ratings and customer reviews, press and industry reviews of the hotel, and the hotel's ability to maintain its level of pricing even in difficult economic climates.

4.1 Core Branding Elements

Drowzey Hotel has cultivated and will continue to cultivate a brand image associated with dark, rich colors, punctuated by the dazzling brilliance of gold, lights, and mirrors. On its website and in marketing materials, these colors will be a rich purple and rich gold.

The company has used and will continue to use a professional photographer to capture images of the hotel, its rooms and willing visitors (or actors) taking advantage of its services.

The core message of "luxury that will surprise you" also serves as the tagline on all marketing materials and printed materials. This tagline must be added to new business cards as they are printed.

5.0 Product/Service Innovation

The Drowzey Hotel seeks to convert individuals up the pyramid by offering them services along the way.

Suspects (those who the Drowzey Hotel targets as they fit the target market well) will be offered a guided virtual tour of the hotel by a live hotel employee.

Prospects (those who visit the Drowzey Hotel website or call or email to express interest) will, when appropriate, be offered smaller rooms at the lower end of the price spectrum so that they feel a lesser commitment when they come to stay.

Customers (those who have visited the hotel once) will be offered package deals for multiple night stays, such as one night free after a three night stay.

Premium customers (those who have stayed at the hotel more than once) will be offered access to the penthouse suite, an option that cannot be purchased by those who have only stayed at the hotel once.

Champions (those who have stayed at the hotel more than twice) will be invited for a free weekend if they take part in a focus group session to discuss the hotel.

Beyond the room offerings, a wide range of additional services and amenities will be offered, some with extra charge and some free with room rental. These include:

- In-room dining
- Concierge service
- Complimentary gourmet continental breakfast and coffee
- Fitness center
- Indoor lap pool
- Valet parking
- Bag service
- Business center (with reservation and additional fee)

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- Wireless internet (free throughout the hotel)
- Restaurant and lounge
- Board and meeting rooms (with reservation and additional fee)

All of these services and amenities are available to all visitors at the Drowzey Hotel.

5.1 Price Rationale

The rooms offered include the following:

- Queen (\$200-\$400/night)
- King (\$250-\$450)
- Deluxe King (\$300-\$500)
- Extra Deluxe King (\$350-\$550)
- Emperor (\$400-\$500)
- One Bedroom Suite (\$500-\$700)
- Presidential Suite (\$600-\$800)
- Hospitality Suite (\$700-\$900)
- Penthouse Suite (\$900-\$1100)

The price ranges reflect the difference between peak and off-peak times of the year and week. This pricing model is similar to most hotels. The pricing is at the top for lodging options in Somnigstad, but this is consistent with the fact that the Drowzey Hotel offers rooms to those who want something they cannot find anywhere else in Somnigstad.

6.0 Marketing Materials

Drowzey Hotel uses a professional photographer and design firm to produce the following materials:

- Website
- Email newsletters
- Direct mail - postcards and letters
- Newspaper and magazine ads
- Virtual tour presentation
- Marketing kit for corporate business development

The marketing kit will be customized towards pleasure travelers and business travelers by having separate sets of images, lists of services, case studies, and testimonials.

The virtual tour will also be customized towards pleasure or business travel based on the interest of the prospect. The virtual tour will be scripted, although it will include room for interaction between the prospect and the tour guide as well as time for questions to be answered.

7.0 Web Plan

The Drowzey Hotel website is designed to offer an intimate look into the hotel and to guide visitors towards two potential next steps:

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- To set an appointment for a virtual tour (for corporate or private prospects)
- To reserve rooms at the hotel (for private prospects)

To these ends, the website is designed to answer all of the key questions which visitors would have about the rates, services, location, etc. of the hotel so that they are comfortable (and enticed) to visit.

The website reservation system is designed to make reservations a simple and quick process. A confirmation email and personalized thank you note will be sent to everyone who makes an online reservation, along with an offer to speak directly to a customer service rep at the Drowzey Hotel should they have any questions or specific requests for their stay. The goal of this procedure is to show the prospect the individualized care taken by the Drowzey Hotel with every customer. Furthermore, it is an attempt to cut down on the number of customers who cancel their reservation before visiting the hotel.

7.1 Social Media Plan

A company blog (called "Surprising Luxury") will include the content from the periodic email newsletter about the meaning of luxury and hospitality, going beyond specific stories about the Drowzey Hotel to include ideas from all over the world and history. The editor responsible for this blog will seek out other content providers online which cover luxury services and luxury hotels. These sites will be asked to either syndicate the Drowzey Hotel blog or link to it in order to advertise its presence on the Web. The goal of the company blog will be to establish a reputation for the hotel's management as experts on luxury service. In addition to the posts which are sent out in the email newsletter, the blog will be updated every other day with some information relevant to the topic.

8.0 Lead Generation Plan

Lead generation will be through a number of means including:

- National magazine and newspaper advertising
- Online pay-per-click advertising around "hotel Somnigstad" and related keywords
- Customer referral program
- Professional referral discount offers
- Direct mail campaign to target market of high net-worth individuals in U.S. cities (5,000 individuals will be targeted with mailings, varying between postcards and letters, once a month for 6 months before switching to a new set of 5,000 names)

The leads generated will be tracked in a professional hotel Customer Relationship Management program which can export information for mail merge purposes and import information from Internet entries. The program will track basic contact information, the source of the lead, the date of the lead, and any information from the online inquiry form, if used. The CRM system will also have fields for customer service including notes about additional services requested and provided, likes and dislikes of the customer, other personal information gleaned from conversation or observation.

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8.1 Advertising

Media Tracking Kits Requested

Advertising Medium	Contact Name	Contact #	Distribution	Cost/Ad	Total CPM
Luxury Travel magazine	O. Dyssius	333-444-5555	TBA	TBA	TBA
Travel and Leisure magazine	L. Gulliver	541-541-5411	TBA	TBA	TBA
NY Times Travel section	M. Polo	666-666-6667	TBA	TBA	TBA
Online pay-per-click	U. Herz	123-456-7890	TBA	TBA	TBA

8.2 Referrals

Drowzey Hotel strategy will lend itself well to referral marketing. To specifically request referrals from customers, the Drowzey Hotel will offer to send visitors introductory discount offers by email or postal mail to any number of contacts provided by the visitor. This offer will be sent by email to past customers two days after their visit. By entering a list of email addresses or by providing mailing addresses, the hotel staff will send on these discounts noting who they are coming from. This will be a way for customers to advertise the fact that they have used the hotel and to share it with business and personal contacts, hopefully building those relationships in the process.

Professional referrals will be sought from Fortune 500 businesses with offices in Somnigstad, the Somnigstad and state tourism boards, convention centers and meeting halls. These referrals will be sought through personal contact with these businesses by Drowzey Hotel business development staff and through mailing of the marketing kit and referral offer. Repeated touches with the specific contacts at these businesses will be continued through postcard and letter mailings, each making specific reference to the referral discount offer and the additional value which Drowzey Hotel can offer their clientele, visitors and employees.

9.0 Lead Conversion Plan

Prospects (those who have expressed interest in the Drowzey Hotel through some means but have not yet visited the hotel) will be cultivated through the following means:

- Offered a virtual tour of the hotel at a convenient time for the prospect. The tour will focus on the beauty of the hotel, the high level of service offered, and the business and/or tourist attractions in Somnigstad and the surrounding area. An introductory offer will be given at the end of the tour.
- Directed to the website for detailed information on room rates, making reservations, policies, services, etc.
- Email newsletter - send once a month with information on Somnigstad events and tourism, new services at the hotel, a column on the meaning of luxury, and the introductory offers/virtual tour offer.
- Those who have taken advantage of the virtual tour will also be sent a mailed introductory discount offer every other month.

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10.0 Service Experience

Customer loyalty is won systematically at the Drowzey Hotel by careful attention to assuring the quality of all services and to going beyond those basics to offer a customized surprise for each customer. Loyal customers will be treated to free stays when they attend a focus group for the purpose of learning more about them, leveraging their excitement to further excite newer customers, and to develop ideas to improve the hotel and its services.

10.1 Loyalty Product/Service Offerings

Loyal clients (called "champions") will be offered a free two-night stay from time to time if the individual agrees to take part in a three-hour focus group along with two to three first-time customers. This focus group will feature a gourmet lunch and will include a moderated discussion of questions about what the hotel is doing right, what customers like about the hotel, and where it can improve. The point of these focus groups are to engage champions, who can be expected to have highly favorable opinions of the Drowzey Hotel, to share their excitement with first-timers who have the potential to become champions themselves.

These focus groups will be held three times in the next year, six times in the second year and ten times in the third year. First-time customers who take part (75% of the group) will be offered the free lunch and another complimentary service (such as limousine service, tickets to a show, etc.) for taking part. These focus groups will occur during dates which are already booked by the champion, who will be given a refund for two nights of the stay if they take part. First-time customers who are at the hotel at that time will be enlisted to take part.

10.2 WOW Process

Quality assurance is paramount to the success of the Drowzey Hotel. The following processes and practices are part of the quality assurance system:

- Customers are to be asked if anything can make their stay better every time they speak with a staff member. Signs at reception declare that if an employee fails to ask the customer this question and to take steps to help them that they should call manager for help and a complimentary service.
- Employees who are reported by customers to have failed to provide some needed help more than once will be put on probation and given a one month period to rectify the problem. It is not expected that this will happen and if it does, it is expected that the employee will be fired or quit on their own in most cases. Employees that are favorably mentioned specifically in customer reviews more than three times in a quarter will be rewarded with an additional quarterly bonus equal to 10% of their salary for that period.
- The customer will be requested to fill out a customer feedback survey upon check-out. The form is a short, five question survey which the customer can complete while waiting at check-out. There will be a follow-up 2 days after check-out to discuss any issues or to receive clarification on answers, if needed.
- All staff members will be provided with written guidelines pertaining to the cleanliness and preparation of all rooms and spaces, all interactions with customers, and all services

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provided. These guidelines will be revisited regularly and updates to the guide produced when necessary.

Going beyond quality assurance to offer a true WOW to customers requires encouraging all staff to think beyond the written guidelines and to seek to understand the needs of customers more deeply. The hotel's concierges will be directed to find a specific way to surprise each client during their visit. The concierge staff will ask key questions about each customer's interests during the initial check-in process and using past information collected in the CRM database. The most creative and best reviewed surprises will lead to additional bonuses for concierge staff, based on the discretion of the customer service manager. An example would be to set up a horseback riding lesson for the daughter of a customer after overhearing her interest in going on a horse-drawn carriage ride.

11.0 Marketing Calendar

The marketing calendar includes both ongoing marketing activities which will become a routine (represented by the "marketing themes" of each month shown on the monthly schedule) and one-time development activities over the next year shown on the Milestones table.

The marketing manager works with an outside advertising firm, PPC firm, PR agency, blog editor, and other service providers as needed to implement all marketing activities. The marketing manager will spend at least one hour a day on the marketing "theme" of the month to ensure that these major systems are reviewed every year.

The marketing manager will also track marketing results on a weekly basis to judge key metrics against actual outcomes. Gaps will be shown in an Excel spreadsheet which pulls the actual results from the database.

11.1 Monthly

Months	Marketing Theme
1	Customer referral program
2	Focus group program
3	Blog and email newsletters
4	Surprise ideas and system
5	Marketing kit
6	Website
7	Business development and referrals
8	Customer feedback and ratings
9	Marketing training
10	Surprise ideas and system
11	Virtual tour
12	Annual review and goal setting