

Contents

CHAPTER 1

Introduction	1
The Context	3
Summary	7

CHAPTER 2

Framework for Tourism Planning and Marketing	9
Introduction	11
Situation Analysis	11
Environmental Analysis	11
Resource Analysis	13
Regional Goal Formulation	14
Mission Statement Development	14
Goals	15
Objectives	15
Regional Strategy Formulation	16
Tourism Business Unit Analysis and the Development of a Product Portfolio	16
Regional Growth Strategies	17
Target Marketing Strategy	18
Defining and Analyzing Product Markets	19
Target Marketing	19
Regional Positioning Strategy	19
Regional Marketing Mix Strategy	20
Regional Organization Design	20
Management Supporting Systems	21
A Regional Information System	22
A Regional Planning System	23
A Regional Evaluation System	23
Summary	24

CHAPTER 3

Environment and Resource Analysis

Introduction	27
The Importance of a Regional Tourism Organization and Environmental Adaptation	29
Regional Environmental Analysis	29
Analyses of Macro-Environmental Factors	31
The Economic Environment	32
The Sociocultural Environment	34
The Political Environment	34
The Technological Environment	35
The Ecological Environment	36
Market Analysis	37
Competitor Analysis	39
Regional Environmental Scanning	40
Benefits of Environmental Scanning	43
Regional Environmental Scanning Techniques	46
The Preparation of an Environmental Analysis	46
Resource Analysis	49
The Internal Environment	52
Summary	57
	58

CHAPTER 4

Regional Goal and Strategy Formulation

Introduction	61
Regional Goal Formulation	63
Regional Mission Statement Development	64
Guidelines for Mission Statement Development	65
Regional Mission Statements in Practice	65
Goal Setting	67
The Development of Tourism Goals within Broader Regional Goals	68
Guidelines for Regional Goal Development	70
The Development of Regional Objectives	71
Regional Strategy Formulation	72
Product Portfolio Strategy	74
The Boston Consulting Group Portfolio Approach	74
The General Electric Portfolio Approach	75
	77

The Regional Tourism Portfolio Model	79
The Industry-Attractiveness Analysis Matrix	80
A Critical Analysis of the Portfolio Approaches	82
Significance of the Portfolio Tools	83
Product Portfolios and the Development of Regional Strategies	84
Strategies for a Region's Product Portfolios	85
Regional Product-Market Expansion Strategy	85
Summary	88

CHAPTER 5

Target Marketing and Regional Positioning Strategy 89

Introduction	91
Market Segmentation in the Regional Context	91
The Importance of Market Segmentation	92
Assumptions Underlying Market Segmentation	93
Bases for Segmenting Tourism Markets	93
Geographic Segmentation	93
Socioeconomic and Demographic Segmentation	95
Psychographic Segmentation	96
Behavioral Segmentation	100
Steps in Selecting Market Segments	102
Criteria for Effective Segmentation of Tourism Markets	102
Target Marketing	103
Regional Targeting Options	105
Limitations on the Selection of Regional Target Markets	107
Specific Tourism Market Segments in Canada	107
Specific Tourism Market Segments in South Africa	111
The Conference Market	111
The Black Tourist Market	112
Regional Positioning Strategy	114
Examples of Positioning Strategies	117
Steps in Developing a Regional Positioning Strategy	118
Summary	120

CHAPTER 6

Regional Marketing Mix Strategy 123

Introduction	125
Prerequisites for Effective Regional Marketing Mix Development	125

x Marketing Tourism Destinations

X The Components of the Regional Marketing Mix	126
Product Strategy	128
Nature and Characteristics of the Regional Tourism Product	128
Product Mix Decisions	130
Managing Existing Regional Tourism Products	131
New Product Development	133
Criteria for Deciding on New Products	134
The Product Life Cycle Concept	136
The Product Life Cycle as a Guideline for Strategy	139
Extension of the Product Life Cycle	139
Pricing Strategy	140
Tourists' Perception of Price	141
The Role of Price in the Marketing Mix	142
Setting Pricing Objectives	143
Choosing Pricing Strategies	144
Cost-oriented Pricing	144
Competition-oriented Pricing	145
Demand-oriented Pricing	145
Pricing Strategies for New Tourism Products	146
Distribution Strategy	147
The Tourism Distribution System	147
The Choice of Distribution Channels	150
Promotion Strategy	152
Promotion as a Key Strategic Variable	153
Developing a Regional Promotional Strategy	154
Identifying Target Audiences	154
Determining Promotional Objectives and Tasks	154
Determining the Promotional Appropriation	156
Determining the Promotional Mix	157
The Promotion Mix	157
Evaluation and Control of the Promotional Program	159
Summary	160

CHAPTER 7

Regional Organization and Management Supporting Systems

Introduction	165
Regional Tourism Organizations	165
The Role of Regional Tourism Organizations in Regional Tourism Development	166

Regional Organization Design	166
The Relationship between Regional Tourism Organizations and Other Regional Bodies	169
Regional Management Supporting Systems	170
A Regional Marketing Information System	170
A Conceptual Framework for a Regional Tourism Marketing Information System	171
The Implementation of a Regional Tourism Marketing Information System	177
A Regional Planning System	178
The Benefits of a Formal System for Planning	178
The Format of a Regional Tourism Planning System	178
Designing the Planning System	179
A Procedure for Developing the Initial Planning System	180
A Regional Marketing Evaluation System	181
Annual Plan Evaluation	182
Feasibility Evaluation	182
Strategic Evaluation	182
A Guide to Conducting a Regional Strategic Marketing Audit	183
Utilization of the Regional Tourism Audit	188
Summary	188

CHAPTER 8

Summary and Conclusions 191 ✓

Introduction (Chapter 1)	193
A Framework for Tourism Planning and Marketing (Chapter 2)	193
Environment and Resource Analysis (Chapter 3)	194
Regional Goal and Strategy Formulation (Chapter 4)	195
Target Marketing and Regional Positioning Strategy (Chapter 5)	195
Regional Marketing Mix Strategy (Chapter 6)	196
Regional Organization and Management Supporting Systems (Chapter 7)	197
Recommendations	197

References 201

Index 215

xiv Marketing Tourism Destinations

6.5.	The new product development process in regional tourism.	135
6.6.	Stages in the regional life cycle.	137
6.7.	Tourism life cycle with sequential entry to various market segments.	137
6.8.	The travel distribution system.	148
6.9.	Distribution channels in the tourism sales chain.	150
6.10.	Wants and needs in the tourism distribution channel.	152
6.11.	Steps in developing a regional promotional strategy.	155
7.1.	A conceptual framework for the design of a regional tourism marketing information system.	172
7.2.	The evaluation process.	181

List of Tables

Table	3.1.	Regional macro-environmental analysis.	51
	3.2.	Regional resource analysis sectors.	55
	3.3.	Classification of resources.	56
	5.1.	Tourism market segmentation bases.	94
	5.2.	Lifestyle dimensions.	97
	5.3.	Major characteristics of the nine VALS lifestyles.	99
	5.4.	Expected South African holiday makers 1985-2000.	113
	5.5.	Predicted growth rate of the South African holiday market to the year 2000.	113
	6.1.	Criteria for determining the regional promotional mix.	158
	7.1.	Questionnaire for determining marketing information needs of regional tourism organizations.	173
	7.2.	Guide to conducting a regional strategic marketing audit.	184