

8 HOSPITALITY MARKETING

This unit looks at how small hospitality businesses in particular can market themselves effectively. It examines different marketing strategies that can be applied in the small business context, and introduces the concepts of external and internal marketing.

Skills focus

Reading

- understanding dependent clauses with passives

Writing

- paraphrasing
- expanding notes into complex sentences
- recognizing different essay types/structures:
 - descriptive
 - analytical
 - comparison/evaluation
 - argument
- writing essay plans
- writing essays

Vocabulary focus

- synonyms
- nouns from verbs
- definitions
- common 'direction' verbs in essay titles (*discuss, analyse, evaluate, etc.*)

Key vocabulary

advertising	external marketing	perception
attract	gain (v)	promote
boost (v)	innovation	promotion
consistency	intangible	retain
cost-effective	internal marketing	strategy
direct mail	localization	tangible
effective	objective (n)	turnover
efficiency	opportunity	word of mouth
establish	outlet	
expense	outsource	

8.1 Vocabulary

8 HOSPITALITY MARKETING

8.1 Vocabulary

synonyms • nouns from verbs • paraphrasing

A Study the words and phrases in box a. What do they relate to?

B Study the diagram on the opposite page.
1 What does the diagram illustrate? Describe the process.
2 Which aspects of marketing are shown in the pictures?

C Look up each noun in box b in a dictionary.
1 Is it countable, uncountable or both?
2 What is its business/marketing meaning?
3 What is a good synonym?
4 What useful grammatical information can you find?

D Study the two lists of verbs in box c.
1 Match the verbs with similar meanings.
2 Make nouns from the verbs if possible.

E Look at the text about marketing on the right.
1 How does the writer restate the heading (*Budget marketing*) in the first paragraph?
2 Find synonyms for the blue words and phrases. Use a dictionary if necessary.
3 Write a paraphrase of each sentence. Use:
• your own synonyms
• words from Exercises C and D
• passives where possible

Example:
The perception that you can do without marketing altogether is false.
→ *It is incorrect to assume that marketing can be ignored.*

F Study the information about the Hadford University *Tourism operations* course on the opposite page.
1 Match the skills on the right (A–P) with the modules on the left.
2 Which modules would you follow if you wanted to learn more about the marketing of tourism?
3 Which modules would be relevant to a tourism operator that had noticed the problems in box d in their organization?

a advertising direct mail
internal marketing localization
word of mouth

b expense objective opportunity
perception staff strategy
trade turnover

c achieve allocate (to) attract boost decline gain perceive retain profit reserve (for) go down see manage (to) appeal (to) keep promote

Budget marketing

Most small hospitality businesses are undercapitalized. Even if they have allocated funds to marketing, new owners often find that the actual expenses are much higher; they also often find that marketing is a great deal less effective than they had anticipated. Therefore, the use of strategies that reduce the cost of marketing can mean the difference between survival and collapse.

Usually, small business owners cannot call upon specialist external marketing support without having to pay costly fees. So the more they can use the skills of in-house staff, the less work they need to outsource, and the more cost-effective the marketing becomes.

The perception that you can do without marketing altogether is false.

d a brochure that is unclear
meals that take too long to prepare and serve
high staff turnover
double bookings
spending more than the business earns
frequent accidents

Marketing strategy

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graph TD
    A[research] --> B[analysis]
    B --> C[opportunities]
    C --> D[marketing mix]
    D --> E[product development]
        
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• sales strategy
• promotional material
• direct mail
• advertising
• public relations
• special promotions

HADFORD University

Hadford University's *Tourism operations* course offers the following modules:

Module	Skills
1 Tourism industry knowledge	A Deal with conflict situations
2 Workplace procedures	B Manage quality customer service
3 Tourism administration	C Source and present information
4 Information technology	D Develop and implement a business plan
5 Product information	E Receive and process reservations
6 Bookings and quotations	F Monitor work operations
7 Sales and marketing	G Manage projects
8 Workplace safety	H Provide on-site event management services
9 Event management	I Develop and manage marketing strategies
10 Workplace operations	J Implement workplace health, safety and security procedures
11 Business development	K Plan and manage meetings
12 Financial management	L Manage finances within a budget
13 Project management	M Develop and update local knowledge
14 Leadership	N Integrate technology into the event management process
15 Risk management	O Establish and maintain a safe and secure workplace
16 Customer service	P Access and interpret product information

Lesson aims

- extend knowledge of synonyms and word sets (enables paraphrasing at word level)
- make nouns and noun phrases from verbs (enables paraphrasing at sentence level)

Further practice in paraphrasing at sentence level with:

- passives
- synonymous phrases
- negatives
- replacement subjects

Introduction

Revise ways of paraphrasing sentences. Write the following sentences from Unit 6 on the board and ask students to say what changes have been made to the paraphrased sentences.

Original sentence: *While the event is being designed and trialled, there are many expenses but no income.*

Paraphrase: *Costs are high when organizers are in the process of planning and trialling the event, and there is not a lot of money coming in.*

(answer: change in word order, passive to active, use of synonyms)

Original sentence: *It is not until the maturity phase is reached that income is no longer negative.*

Paraphrase: *When the event has become well-known and popular, income will become positive.*

(answer: change in word order, use of synonyms, replacement subject)

Exercise A

Set for pairwork or class discussion. Feed back. Discuss/clarify the difference between marketing and advertising at this stage if you wish. Establish that some words (*advertising*, *word of mouth* and *direct mail*) are marketing tools; others refer to specific strategies (*localization* – ensuring that events, services and products are embedded in local/regional/national settings; *internal marketing* – making sure that staff within the organization market the organization well through behaviour, activities, etc.). These marketing tools and strategies will be discussed throughout the unit.

Answers

Model answer:

They relate to marketing.

Exercise B

Set for pairwork discussion. Tell students to bear in mind the points they have just discussed. Feed back with the whole class. This could be quite a long discussion about the process of deciding on a strategy and the benefits/drawbacks of each marketing option, if the class is interested enough.

Answers

Model answers:

- 1 It's a diagram showing the steps marketing people go through to set up a marketing plan (the flowchart on the left), and the range of marketing options (on the right). One stage leads to the next in the flowchart.
- 2
 - 1 promotional material
 - 2 advertising
 - 3 direct mail

Subject note

The term *marketing mix*, used in the diagram, is a key marketing term which refers to the 'four Ps' of product, price, place and promotion. By offering the right 'mix' of the four Ps, a company is thought to optimize its chances of success.

Exercise C

Set for pairwork. You may wish to divide the work up between different pairs. For question 4 (useful grammatical information), tell students to look out for words that can have the same form when used as a noun or verb, nouns that can be only singular or only plural, nouns that change their meaning when used as U or C, etc.

Feed back, building up the table in the Answers section on the board.

Answers

Model answers:

Word	C/U	Meaning in business/marketing	Synonym	Useful grammatical information
expense	C/U	cost	cost, outlay, spending, investment	U = refers to business expenses in general C = refers to costs claimed back by employees
objective	C	something you set out to do	aim, target	
opportunity	C	a possibility that you see in the market	chance	plural: ~y changes to ~ies
perception	C/U	the way people look at services and products; there is sometimes an implication that this view is wrong, e.g., <i>There is a perception that A is true, whereas, in fact ...</i>	view, idea	
staff	U	people who work for a company	personnel (U), employees (C)	tends to be used with plural verb (<i>the staff are</i>) in BrE and singular verb (<i>the staff is</i>) in AmE
strategy	C/U	a plan, or the process of planning, to ensure the success of a business or a product; can be short-term or long-term	plan	adj = <i>strategic</i>
trade	U/(C)	the area of business you are in	business	usually uncountable in a business context, but can be countable when used to refer to specific, often manual, labour (<i>trades such as carpentry</i>)
turnover	U	the amount of money earned by a business in a period of time (can also refer to the rate at which staff leave a company and are replaced – <i>staff turnover</i>)	(volume of) sales, income	v = two words (<i>turn over</i>)

Exercise D

Set for individual work and pairwork checking. Make sure students understand that they should find a verb in the right-hand column with a similar meaning to one of the verbs in the left-hand column.

Feed back with the whole class, discussing the extent to which the verbs are exact synonyms, and if not, identifying any differences in meaning.

Answers

Model answers:

Verb	Noun	Verb	Noun
achieve	achievement	manage (to)*	–
allocate (to)	allocation	reserve (for)	reservation
attract	attraction	appeal (to)	appeal
boost	boost	promote	promotion
decline	decline	go down	–
gain	gain	profit	profit profitability
perceive	perception	see	–
retain	retention	keep	–

*point out that *manage* to has a different meaning from *manage*. *Manage to* has an element of difficulty: *The company managed to make a profit in the first year of business.*

Exercise E

This is an exercise in paraphrasing based on word and sentence level techniques. As well as finding their own synonyms from memory and using some of the synonyms already discussed in Exercises C and D, students will use noun phrases in place of verb phrases as a technique in paraphrasing. Students should also make passive sentences wherever they can.

- 1 Set for individual work. Feed back with the whole class.
- 2 Set for individual work and pairwork checking.
- 3 Set for pairwork; pairs then check with other pairs. Alternatively, tell some students to write their answers on an OHT or other visual medium for discussion by the whole class.

Answers

Model answers:

- 1 Budget marketing = strategies that reduce the cost of marketing
- 2 Possible synonyms:

Budget marketing

Most small hospitality businesses are (*undercapitalized*) short of capital. Even if they have (*allocated*) reserved funds (to) for marketing, new owners often find that the actual (*expenses*) costs are much higher; they also often find that marketing is a great deal less effective than they had (*anticipated*) thought/expected. Therefore, the use of strategies that reduce the cost of marketing can mean the difference between survival and (*collapse*) failure.

(*Usually*) Generally, small business owners cannot call upon specialist external marketing support without having to pay (*costly*) expensive/high fees. So the more they can use the skills of in-house (*staff*) employees/personnel, the less work they need to outsource, and the more cost-effective the marketing becomes.

The (*perception*) idea/view that you can do without marketing altogether is (*false*) incorrect.

- 3 Possible paraphrases:

Budget marketing

It is common for small hospitality businesses to be short of capital.

New businesses may have reserved funds for marketing, but they frequently find that things are more expensive than they had expected.

So budget marketing techniques may be important to ensure the survival of the business.

Small hospitality companies generally do not have the funds to hire marketing people or companies.

If these things can be done by the company's own employees, less money will need to be spent on marketing.

It is incorrect to assume that marketing can be ignored.

Exercise F

Set for pair or small group discussion. Feed back with the whole class. Accept any reasonable suggestions. Alternative answers are given in brackets, because different courses will in real life address more than one skill.

Answers

Possible answers:

1

1	Tourism industry knowledge	M
2	Workplace procedures	A (O, F, J)
3	Tourism administration	C (E, F)
4	Information technology	N (P, C, E)
5	Product information	P (C)
6	Bookings and quotations	E
7	Sales and marketing	I (B)
8	Workplace safety	O (J)
9	Event management	H (G)
10	Workplace operations	F
11	Business development	D
12	Financial management	L
13	Project management	G
14	Leadership	A (K, D)
15	Risk management	J (O)
16	Customer service	B

2 Modules: 5, 7, 11, 16.

3 a brochure that is unclear – 5 Product information
 meals that take too long to prepare and serve
 – 16 Customer service
 high staff turnover – 10 Workplace operations
 double bookings – 6 Bookings and quotations
 spending more than the business earns
 – 12 Financial management
 frequent accidents – 8 Workplace safety, 15 Risk
 management

Closure

Tell students to devise sentences using the following words or phrases, ideally making the meaning of each one clear:

cost-effective

direct mail

marketing

outsource

promotion

strategy

word of mouth

8.2 Reading

8.2 Reading essay types • complex sentences with passives • definitions

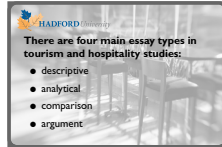
A Look at the names for hospitality outlets in the blue box.

- 1 What type of marketing process is most likely to be successful for each product? Give examples.
- 2 What could go wrong in the marketing process in each case?

a casino an eco-resort
a gourmet restaurant
a health spa a local café

B Look at the four essay types on the right.

- 1 What should the writer do in each type?
- 2 Match each essay type with one of the questions below the slide (A–D).
- 3 What topics should be covered in each essay question?



C Read the title of the text on the opposite page and the first sentence of each paragraph.

- 1 What will the text be about?
- 2 Choose one of the essay questions on the right (A–D). Write four research questions which will help you to find information for your essay.

D Read the text.

- 1 Find out whether there is information for your essay question in the text and make notes in your own words.
- 2 Work with another person who has chosen the same essay question as you. Compare your notes.

E Study the highlighted sentences in the text.

- 1 What grammatical feature do these sentences share?
- 2 Underline the passive verb forms in each sentence.
- 3 Rewrite each sentence in an active form.

Example:
Marketing is often considered to be 'just' advertising and selling ...
→ People often consider marketing to be just advertising and selling ...

F Study the table on the right.

- 1 Match each word or phrase with its meaning.
- 2 Underline the words or phrases in the text which the writer uses to give the definitions.

See *Vocabulary bank*

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- A** What are the best marketing tools for a hospitality business and what are their advantages and disadvantages?
- B** 'Hospitality is a service industry dealing in intangible goods. Therefore marketing must focus on experience.' To what extent do you agree with this statement?
- C** Explain why there are three distinctly different 'worlds' within the hospitality industry and why it is difficult in a hospitality career to cross over from one to the other.
- D** What are the basic components that make up tourism and hospitality products or services? Describe one or two products or services that you know which show evidence of these.

Word/phrase	Meaning
1 localization	addressed to clients outside the organization
2 intangible	decline
3 outlet	embedding services and products in the local setting
4 negative growth	place of retail business
5 external marketing	the service and sales skills of people within the company
6 internal marketing	you cannot see it/them

Finding your way in hospitality marketing

The hospitality industry, whether corporate, government or retail, is important for the economies of many countries in an age where travel is easy and the world becomes smaller every day. Businesses have known for a long time that their success is increased by good marketing; but misconceptions about marketing are widespread.



Marketing is often considered to be 'just' advertising and selling of attractions, transport, accommodation and entertainment. Of course it is much more, and includes the development of services, distribution, pricing, and also localization, which involves ensuring that services and products are embedded in the local setting. Through marketing, the right product or service is matched to the right market or people. As hospitality is a service industry, its main products are intangible, that is, you cannot see them. This means that businesses must consider improvement of the overall experience, including customer service and staffing. Companies should use a marketing system in which these aspects are continuously reviewed. Efficiency in marketing is required for this.

Let's focus on restaurants specifically. In this area, government hospitality may not be sales-driven enough, corporate hospitality may be subject to heavy competition, and there may simply be too many retail businesses, but the mix of people, systems and career paths is relevant to all sectors (although differing cultures may make it hard to cross from one to the other).

Not many catering organizations generate the turnover that is necessary to support the hiring of specialist staff or the funds to retain an external consultant to attend to their marketing for them. The majority of small business owners have to take the initiative themselves. One of the basic objectives of marketing is to attract new customers. Another is to repeat trade from customers so that the business can reach operational capacity. Visitor numbers may be insufficient to justify the expense of opening your outlet (place of retail business). What alternatives do operators have?

If an operator decides to build up their trade, there are certain matters which should be addressed before they begin. It is one thing acquiring new customers; it is, however, entirely different getting them to spend their money. Firstly, it is important to establish whether the

present customer service is of a high enough standard to gain new customers by word of mouth. If not, there is no point in investing to attract new trade until there is certainty the operation is going to retain it. Secondly, the question must be asked whether the operator and staff are properly trained to make the most of sales opportunities when new customers present themselves. It is clear that these questions are now being addressed by the majority of hospitality operators.

According to research, there are two main ways to boost income. Operators can either increase customer numbers by marketing, or they can try to increase the average amount they take from each customer. Another option could be to increase prices, but most entrepreneurs do not consider this a workable option. They often see it as a last resort. If a business is showing negative growth or decline, while its operators are investing in marketing, it is clear that it must be losing customers.

To attract more customers, both external and internal marketing should be applied. External marketing is addressed to clients outside your organization.

Examples are advertising, special promotions and direct mail. Simultaneously, operators should develop internal marketing – service and sales skills. The distinction between the two is very important, for without good internal marketing, any campaign to attract new customers is bound to lead to disappointing results.

Research has shown that it does not matter greatly what operators and staff think of their own business because customer perception is all there is in marketing. Customers will view any service in what Tom Peters described as 'their idiosyncratic and irrational way'. Excellent quality, above average service, consistency and the perception of value for money – that's what it's all about. If these conditions are fulfilled, research (as well as our own personal experience) has shown that growth will come naturally. Marketing is all about managing perceptions.

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General note

Read the *Vocabulary bank* and *Skills bank* at the end of the Course Book unit. Decide when, if at all, to refer students to them. The *Vocabulary bank* section *Understanding new words: using definitions* is relevant to Lesson 2; the *Skills bank* will be more relevant to Lessons 3 and 4.

Lesson aims

- understand essay types
- interpret essay titles
- find the main information in a passive clause
- understand internal definitions (see *Vocabulary bank*)

Further practice in:

- reading research
- finding the kernel of a long sentence

Introduction

With the whole class, discuss how to use written texts as sources of information when writing an answer for an essay question. Ask students:

- 1 *How can you choose useful sources?* (to get an idea of whether a text might be useful, survey the text, i.e., look at the title, look at the beginning and the end and the first line of each paragraph; in other words, skim-read to get an approximate idea of the text contents)
- 2 *If you decide that a text is going to be useful, what is it a good idea to do ...*
 - ... *before reading?* (think of questions related to the essay question to which you would like to find some answers)
 - ... *while reading?* (identify useful parts of the text; make notes in your own words)
 - ... *after reading?* (check answers to the questions)

Exercise A

Revise concepts from Lesson 1 of this unit: ask for suggestions of areas in which companies can market themselves better. Elicit the words *sales strategy*, *promotion(al) material*, *direct mail*, *word of mouth*, *advertising*, *public relations*, *special promotions*. Set the questions for pairwork discussion with whole class feedback.

Answers

Possible answers:

1

Product	Type of marketing process	Notes
a casino	advertising, special promotions	casinos are usually part of a chain organization that will often work with special promotional offers (e.g., through tour operators) and advertising
an eco-resort	advertising, special promotions, public relations	still fairly elite hospitality outlets, so often advertising through eco-magazines and tour operators; also could need exposure through lobbying with local/regional government and eco-organizations
a gourmet restaurant	word of mouth	such outlets are usually well-known among a select group of people who will meet each other regularly
a health spa	special promotions, direct mail	seeing as health spas are no longer considered elite establishments, you often see them using direct mail combined with special offers (linked to credit card companies, for instance)
a local café	word of mouth	regulars will talk about the café and bring their friends, relatives and business associates

2 Accept any reasonable answers, e.g., advertisement is placed in the wrong section of a magazine; people spreading bad stories about the food in a restaurant; difficult questions being asked at a press conference; wrong dates being printed on billboards; fight in a café stopping people from coming; bad press/reviews.

Exercise B

- 1 Discuss this question with the whole class before they embark on the second part of the task. Build up the table in the Answers section on the board.
- 2 Set for pairwork. Feed back with the whole class. Ask the class to say which are the key words in each title which tell you what type of writing it is.
- 3 Set for pairwork. Feed back using the second table in the Answers section, discussing with the whole class which topics will need to be included in each essay. Add the notes in the third column.

Answers

Possible answers:

- 1 See table below.
- 2/3 See table on the opposite page.

Essay type	What the writer should do
Descriptive	describe or summarize key ideas/key events/key points. Give the plain facts. Could involve writing about: a narrative description (a history of something); a process (how something happens); key ideas in a theory; main points of an article (answers the question <i>What is/are ...?</i>)
Analytical	try to analyse (= go behind the plain facts) or explain something or give reasons for a situation; may also question accepted ideas and assumptions (answers the question <i>Why/how ...?</i>)
Comparison	compare two or more aspects/ideas/things/people, etc.; usually also evaluate, i.e., say which is better/bigger, etc.
Argument	give an opinion and support the opinion with evidence/reasons, etc.; may also give opposing opinions (= counter arguments) and show how they are wrong

2/3

Essay type	Question	Topics
Descriptive	D What are the basic components that make up tourism and hospitality products or services? Describe one or two products or services that you know which show evidence of these.	<ul style="list-style-type: none"> ● listing of the components, e.g., attraction, transport, accommodation ● examples of companies and what they did
Analytical	C Explain why there are three distinctly different 'worlds' within the hospitality industry and why it is difficult in a hospitality career to cross over from one to the other.	<ul style="list-style-type: none"> ● different types of hospitality industries: what are they? ● the extent and reasons for their differences ● examples of current types of organizations that represent each 'world'
Comparison	A What are the best marketing tools for a local hospitality business and what are their advantages and disadvantages?	<ul style="list-style-type: none"> ● examples of marketing tools for a local hospitality business (e.g., a restaurant) ● examples of advantages ● examples of disadvantages
Argument	B 'Hospitality is a service industry dealing in intangible goods. Therefore marketing must focus on experience.' To what extent do you agree with this statement?	<ul style="list-style-type: none"> ● definition of intangible goods in a hospitality context ● examples of marketing focusing on experience ● evaluation of how successful this strategy is

Exercise C

- 1 Set for individual work. Feed back with the whole class.
- 2 If necessary, remind students of the purpose of research questions and do one or two examples as a class. Set for individual work and pairwork checking. Feed back, getting good research questions for each essay topic on the board.

Answers

Possible answers:

- 1 The title of the text suggests that the text will look at marketing for the hospitality sector. The words *Finding your way* suggest these techniques may be a matter of trial and error, or at least development. Paragraph 1 will introduce the topic. Paragraph 2 will explain the true nature of marketing. Paragraph 3 will talk about restaurants as an example of marketing. Paragraph 4 will deal with financing aspects of marketing. Paragraphs 5 and 6 are about how you can make income grow. Paragraph 7 will explain the concepts of external and internal marketing. Paragraph 8 will suggest that the way customers perceive things determines success.
- 2 Answers depend on the students.

Exercise D

- 1 Set for individual work. Monitor but do not assist. Tell students to make notes of general points, adding information from their own experience and knowledge if they can.
- 2 Put students into pairs, or possibly groups. Monitor and assist. Feed back from each group on the answers they have found. Some groups will have found more information in the text than others. Discuss where they might go to find further information.

Exercise E

- 1 Set for individual work and pairwork checking. Feed back orally.
- 2 Set for pairwork. Feed back, ideally with an OHT, or other visual medium, of the text.
- 3 Set for individual work and pairwork checking.

Answers

Model answers:

- 1 All the sentences contain passive verb forms.
- 2 Marketing is often considered to be 'just' advertising and selling of attractions, transport, accommodation and entertainment. Through marketing, the right product or service is matched to the right market or people. Efficiency in marketing is required for this. If an operator decides to build up their trade, there are certain matters which should be addressed before they begin. To attract more customers, both external and internal marketing should be applied.

3 Possible sentences:

Many people consider marketing to be ‘just’ advertising and selling of attractions, transport, accommodation and entertainment.

Marketing matches the right product or service to the right market or people.

This requires efficiency in marketing.

If an operator decides to build up their trade, they should address certain matters before they begin.

To attract more customers, operators/companies should apply both external and internal marketing.

Language note

The choice of whether to use an active or a passive construction often depends on how the writer wants to structure the information. Refer to Unit 7 *Skills bank* for a note on information structure.

Exercise F

Set for individual work and pairwork checking. In question 2, tell students to look for the actual words used and the punctuation, grammatical and vocabulary devices which are used to indicate meanings.

Feed back with the whole class, pointing out the structures given in the 3rd column of the table in answer to question 2. If you wish, refer students to the *Vocabulary bank – Understanding new words: using definitions*.

Answers

Model answers:

1

Word/phrase	Meaning
1 localization	embedding services and products in the local setting
2 intangible	you cannot see it/them
3 outlet	place of retail business
4 negative growth	decline
5 external marketing	addressed to clients outside the organization
6 internal marketing	the service and sales skills of people within the company

2 See table below.

Closure

Tell students to make a list of hospitality outlets in the local or regional environment, e.g., theatres, events, cafés, museums, camp-sites, theme parks, etc. Students should work in small groups and choose one or two. Then they should discuss the following:

- 1 How is the product or service marketed?
- 2 What can you say about a) the external marketing and b) the internal marketing?
- 3 How could the marketing be improved?

Word/phrase	Actual words giving the meaning	Punctuation/vocab/structure
localization	... , which involves ensuring that services and products are embedded in the local setting.	word/phrase followed by comma + <i>which involves</i> (= explanation)
intangible	... , that is, you cannot see them.	word/phrase followed by comma + <i>that is</i> + comma + paraphrase
outlet	... (place of retail business).	word/phrase followed by explanation in brackets
negative growth	... or decline, ...	word/phrase followed by <i>or</i> + synonym
external marketing	... is addressed to clients outside your organization.	word/phrase followed by <i>is</i> + explanation
internal marketing	... – service and sales skills.	word/phrase followed by a dash + explanation

8.3 Extending skills

8.3 Extending skills passives in dependent clauses • essay plans

A Find the words in the box in the text in Lesson 2 (page 65).

- 1 What part of speech is each word?
- 2 Think of another word which could be used in place of the word in the text. Use your dictionary if necessary.

misconception retain attend (to)
objective justify establish
gain properly consistency

B Study sentences A–D on the right.

- 1 Identify the dependent clause.
- 2 Copy the table under the sentences and write the parts of each dependent clause in the table.
- 3 Rewrite the sentence using an active construction.

Example:

A Areas which companies have to consider include customer service and staffing.

A Areas which have to be considered by companies include customer service and staffing.

B Hospitality businesses have known for a long time that their success is increased by good marketing.

C Companies should use a marketing system in which all these aspects are checked.

D It is clear that this question is now being addressed by the majority of hospitality operators.

Subject	Verb	By whom/what
(are) which	have to be considered	by companies

C Read the essay plans and extracts on the opposite page.

- 1 Match each plan with an essay title in Lesson 2.
- 2 Which essay is each extract from?
- 3 Which part of the plan is each extract from?

D Work with a partner.

- 1 Write another paragraph for one of the plans.
- 2 Exchange paragraphs with another pair. Can they identify where it comes from?

8.4 Extending skills writing complex sentences • writing essay plans • writing essays

A Make complete sentences from these notes. Add words as necessary.

A through marketing – right product or service – matched – market or people

B tourism – service industry – main products – recreational experiences and hospitality – intangible

C basic objective – marketing – attract – new customers – also – repeat trade – exciting customers – reach – operational capacity

D if – operator – decide – build up – business – some matters – address – at start

E operators – increase – customer numbers – marketing – or – try to increase – average amount – take – from each customer

F if – conditions – fulfil – research – personal experience – show – growth – follow

B Imagine you have been asked to write the essay titled: 'What are the best marketing tools for a local hospitality business and what are their advantages and disadvantages?' What would be the main topic for each paragraph of the essay: introduction / definition / advantages / disadvantages / conclusion?

C Look at the essay question on the right.

- 1 What kind of essay is this?
- 2 Do some research and make an essay plan.
- 3 Write the essay.

Emma Jones ran a business on a very popular campsite in France. She provided childcare and children's activities so parents could relax and spend time together. She advertised on the campsite's public noticeboard and on their website. However, although Emma's services were very popular, the business ran into problems. She could not retain competent and motivated staff and so she lost business. What were the possible shortcomings of Emma's marketing activities?

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Essay plans

A

- 1 Introduction: three different worlds in the hospitality industry
- 2 List worlds: government, corporate, retail
- 3 Define differences: people, values, systems, management, problems, career paths
- 4 Give examples: hospital catering, specialized (large) hospitality companies, small restaurants
- 5 Compare/analyse:
 - a government: not sales-driven, bureaucratic, can be inefficient (=> outsourcing)
 - b corporate: top-heavy management, heavy competition
 - c small business: too many businesses, not enough customers, long working hours
- 6 Cross-over issues: management of each requires different skills, cultural differences require different attitudes, 'grass is greener on other side' attitudes, research shows it's hard
- 7 Conclusion: stepping from the frying pan into the fire?

B

- 1 Introduction: What do tourism + hospitality products and services really consist of? Importance of understanding this question.
- 2 List basic components: attractions, entertainment, transport and accommodation
- 3 Further basic components: services, distribution and pricing
- 4 Key additional component: the overall customer experience
- 5 Company A: description of their product(s) / service(s)
- 6 Company B: description of their product(s) / service(s)
- 7 Conclusion: tourism and hospitality products consist of several basic components and must be marketed as a composite

Essay extracts

1

This is the third component in the tourism and hospitality product. It covers transportation to the attraction, and also proximity to a sufficiently large population to make a market for the attraction. 'Proximity' should not be seen as physical distance. It can best be defined in terms of the time and the cost it will take to reach the attraction.

2

This sector differs from the other two in that traditionally it is not sales-driven. The culture can also be more bureaucratic. In the UK, it is decreasing steadily in size. Managers in this sector often believe that efficiency is best achieved through outsourcing to the private sector. The majority of managers do not seek to improve efficiency through internal changes. Research has shown that many managers find themselves under continual threat of privatization.

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Lesson aims

- find the main information in a passive dependent clause
- recognize appropriate writing plans for essay types

Further practice in:

- vocabulary from Lesson 2

Introduction

Choose about 10–15 words from the previous unit which you think that students should revise. Write them in a random arrangement and at different angles (i.e., not in a vertical list) on an OHT or other visual medium. Allow students two minutes to look at and remember the words, and then take them away. Students should write down all the words they can remember.

Exercise A

Refer students back to the reading text in the previous lesson. Set for individual work and pairwork checking. Feed back with the whole class.

Answers

Model answers:

1/2

Word	Part of speech	Another word/phrase	Notes
misconception	n (C)	misunderstanding	
retain	v	hire, employ OR keep	meaning depends on context, e.g., <i>He was retained to give marketing advice</i> = employed <i>Companies must retain customers</i> = keep
attend (to)	v	take care of	<i>attend</i> without the preposition means <i>go to</i> , e.g., <i>He attended the meeting.</i>
objective	n (C)	aim, target, purpose	
justify	v	provide a reason for, support	
establish	v	find out	<i>establish</i> is often used when something is found out after research
gain	v	acquire, get, attract	
properly	adv	enough (after noun), suitably	
consistency	n (U)	maintaining good standards	not exact synonym

Exercise B

Set for individual work and pairwork checking. Make sure that students can correctly identify the main clause, the dependent clause and the linking word. Do the first transformation with the class to check that they know what to do. Note that they do not need to rewrite the main clauses. Also, if no agent is given they will need to supply one themselves.

Answers

1/2

Main clause	Linking word	Subject	Verb	By whom/what
A Areas	which	which*	have to be considered	by companies
B Hospitality businesses have known for a long time	that	success	is increased	by improved marketing.
C Companies should use a marketing system	in which	all these aspects	are checked.	
D It is clear	that	this question	is now being addressed	by the majority of hospitality operators.

*note that in A the relative pronoun is the subject of the dependent clause. In C it is not the subject – instead, the subject is *all these aspects*.

- 3 A Areas which companies have to consider include customer service and staffing.
- B Hospitality businesses have known for a long time that good marketing increases their success.
- C Companies should use a marketing system in which they check all these aspects.
- D It is clear that the majority of hospitality providers are now addressing this question.

Exercise C

Tell students to look back at the essay questions in Lesson 2. You may also need to remind them of the topics which you decided were suitable for the essay.

Set all three questions for individual work and pairwork checking. Feed back with the whole class. Ask students to say what aspects of the plans and the extracts enabled them to be identified. Check that students can match the parts of the extracts with the corresponding parts of the essay plan.

Answers

Model answers:

- 1 Plan A = essay question C: *Explain why there are three distinctly different 'worlds' within the hospitality industry and why it is difficult in a hospitality career to cross over from one to the other.*
Plan B = essay question D: *What are the basic components that make up tourism and hospitality products or services? Describe one or two products or services that you know which show evidence of these.*
- 2 Extract 1 = plan B
Extract 2 = plan A
- 3 Extract 1 = Plan B, point 2
Extract 2 = Plan A, point 5a

Exercise D

Remind students about writing topic sentences. Set for pairwork. Students who chose these two questions in Lesson 2 can refer to their notes. Students who did not make notes on these two questions in Lesson 2 can refer back to the reading text for information. In all cases, students should write using their own words, i.e., paraphrase the ideas in the text, if they use these.

If you wish, you could ask some students – perhaps those who finish early – to write their paragraphs on an OHT or other visual medium for all the class to look at. Comment on the extent to which students have managed to paraphrase, whether they have successfully covered the point in the plan, and whether their topic sentence is supported well by the sentences that follow.

Closure

Ask students to finish the following sentences as quickly as possible.

The basic objective of marketing is ...

If you decide to build up your trade ...

There are two effective ways to boost your income: ...

To attract more customers ...

8.4 Extending skills

8.3 Extending skills passives in dependent clauses • essay plans

A Find the words in the box in the text in Lesson 2 (page 65).
1 What part of speech is each word?
2 Think of another word which could be used in place of the word in the text. Use your dictionary if necessary.

B Study sentences A–D on the right.
1 Identify the dependent clause.
2 Copy the table under the sentences and write the parts of each dependent clause in the table.
3 Rewrite the sentence using an active construction.
Example:
A Areas which companies have to consider include customer service and staffing.

C Read the essay plans and extracts on the opposite page.
1 Match each plan with an essay title in Lesson 2.
2 Which essay is each extract from?
3 Which part of the plan is each extract from?

D Work with a partner.
1 Write another paragraph for one of the plans.
2 Exchange paragraphs with another pair. Can they identify where it comes from?

8.4 Extending skills writing complex sentences • writing essay plans • writing essays

A Make complete sentences from these notes. Add words as necessary.

A through marketing – right product or service – matched – market or people
B tourism – service industry – main products – recreational experiences and hospitality – intangible
C basic objective – marketing – attract – new customers – also – repeat trade – existing customers – reach – operational capacity
D if – operator – decide – build up – business – some matters – address – at start
E operators – increase – customer numbers – marketing – or – try to increase – average amount – take – from each customer
F if – conditions – fulfil – research – personal experience – show – growth – follow

B Imagine you have been asked to write the essay titled: 'What are the best marketing tools for a local hospitality business and what are their advantages and disadvantages?' What would be the main topic for each paragraph of the essay: introduction / definition / advantages / disadvantages / conclusion?

C Look at the essay question on the right.
1 What kind of essay is this?
2 Do some research and make an essay plan.
3 Write the essay.

Emma Jones ran a business on a very popular campsite in France. She provided childcare and children's activities so parents could relax and spend time together. She advertised on the campsite's public noticeboard and on their website. However, although Emma's services were very popular, the business ran into problems. She could not retain competent and motivated staff and so she lost business. What were the possible shortcomings of Emma's marketing activities?

Subject	Verb	By whom/what
(areas) which	have to be considered	by companies

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Lesson aims

- expand notes into complex sentences
- make an essay plan
- write an essay

Further practice in:

- writing topic sentences
- expanding a topic sentence into a paragraph
- writing complex sentences with passives
- identifying required essay type

Introduction

Remind students about complex and compound sentences – that is, sentences with more than one clause. Remind students that academic texts typically consist of sentences with several clauses. Give the following simple sentences (or make your own) and ask students to add some more clauses to them:

Good marketing results in increased profits.

Companies must look at their customers' needs.

The majority of business owners have to take the initiative themselves.

Exercise A

Set for individual work and pairwork checking. Remind students that they should try to make sentences in a good 'academic' style. Also remind them to use passives where necessary/possible, and to look out for ways of making dependent clauses, such as relative pronouns, linking words, etc. They will also need to pay attention to making correct verb tenses. Feed back with the whole class.

Answers

Possible answers:

- A** Through marketing, the right product or service is matched with the right market or people.
- B** As tourism is a service industry, its main products, such as recreational experiences and hospitality, are intangible.
- C** One of the basic objectives of marketing is not only to attract new customers but also to attract repeat trade from existing customers in order to reach operational capacity.
- D** If an operator decides to build up its business, there are some matters which should be addressed at the very start.
- E** Operators can either increase customer numbers by marketing, or they can try to increase the average amount they take from each customer.
- F** If those conditions are fulfilled, research as well as personal experience have shown that growth will follow.

Exercise B

Remind students of the four essays in Lesson 2 and establish that this is essay A. Elicit the essay type (comparison).

Set for individual work. Point out how this comparison essay is organized by discussing all the advantages first and then all the disadvantages. (See *Skills bank* for an alternative approach to comparison.) If you wish, you could ask students to write the topic sentences and then orally suggest ideas that could follow each topic sentence. For this they will need to refer to ideas in the reading text.

Feed back with the whole class.

Answers

Model answers:

The main topics would be:

Introduction	short description of the industry setting
Definition	description of internal and external marketing tools
Advantages	comparison of advantages of both tools
Disadvantages	comparison of disadvantages of both tools
Conclusion	conclusion about the optimal tools

Possible topic sentences/paragraph content:

Introduction	The hospitality industry deals in intangible experiences. Customers may experience and enjoy a nice meal, a pleasant stay, a beneficial health treatment, a smoothly organized conference, or punctuality of staff. Hospitality makes the customer feel welcome.
Definition	To be successful, operators need to practise both internal and external marketing. Effective tools are those that either show potential customers what the experience will be like, or those that actually give them the experience. The owner of a restaurant, for instance, could advertise. At the same time, he should make sure that his organization runs smoothly and staff are trained.
Advantages	Both advertising and training can be very effective in a local setting. The advantage of advertising is that it builds the name of the establishment in the community, provided enough people see the advertisement often enough. If this is supported by staff who are friendly, helpful, patient and happy to provide a service, then the combination of the two tools will work well.
Disadvantages	The disadvantages of both training and advertising are that they can be costly. If not enough people see the advertisement, or not often enough, advertising will have only limited effect. At the same time, training may not necessarily make personnel stay. It can be expensive and retaining staff in the hospitality sector, where wages are traditionally low, is hard.

Conclusion	Marketing may be most successful if various internal and external tools are combined. Despite the financial disadvantages of both advertising and training, it seems to be beneficial to restaurateurs to invest in both, as they increase positive exposure in the community. They should complement this with other tools such as special promotions both for customers and staff.
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Exercise C

Discuss with the class what kind of essay this is. Set the research and planning for group work and the writing for individual work (which could be done at home). Students can do Web searches.

Answers

1 Model answer:

This essay is largely analytical since it requires (possible) reasons why something happened.

2 Possible essay plan:

- Introduction: aims of essay
- Definition and description of the business and business environment
- Aspects of the business which can cause problems, e.g.,
 - needs very good organization and administration
 - needs reliable staff
 - difficult to cope with sudden increase in demand
 - customers may go elsewhere if supervision is not available
- Conclusion: HR problems → lack of internal marketing

Closure

Ask students if they can remember words from the unit:

	Example(s)
beginning with <i>c</i>	consistency
beginning with <i>i</i>	initiative, insufficient
ending with <i>y</i>	entirely, consistency
ending with <i>s</i>	misconceptions, opportunities
with two syllables	attract, retain, decline
with three syllables	justify, objective, distinction
with four syllables	disposable, insufficient
a verb	achieve, boost
a countable noun	perception, objective
an adverb	entirely, properly
a word which is difficult to pronounce	substantial (students' answers will vary)

Extra activities

- 1 Work through the *Vocabulary bank* and *Skills bank* if you have not already done so, or as a revision of previous study.
- 2 Use the *Activity bank* (Teacher's Book additional resources section, Resource 8A).
 - A Set the wordsearch for individual work (including homework) or pairwork.

Answers

Z W I N C R E A S E K G T D
 C T X L A D V E R T I S E C
 N M G F A T T R A C T K K E
 K J V M Z S L M N X N W V X
 C R P L X K T I V X K E R H
 R E P E A T A I J C I K E T
 P V P M A T R T M H J C M H
 X R Y E E N S V C U R C C G
 R Z O R R O A A G U L R F P
 V K Z M O C X L O A A A M C
 R X K B O T E S Y E I G T L
 M P Z M P T T I S S B N W E
 Q Y X J D U E E V G E K K T
 C K K X O H R V N E R F C Y

- B Set the spelling exercise for individual work and pairwork checking.

Answers

Jumbled word	Correct spelling
ceptionrep	perception
tcider amil	direct mail
cistyencons	consistency
dwro fo tmhuo	word of mouth
uyporionptt	opportunity
yasergtt	strategy
dgbtue	budget
stco-fetfeeciv	cost-effective

- 3 Check word stress by writing the following words on the board *without* stress markings. Students have to mark the stress and pronounce the words correctly.

- al'ternative*
- dis'tinction*
- e'ffective (but 'cost effective)*
- en'tirely*
- e'quipped*
- ex'pense*
- i'nitiative*
- ob'jective*
- oppor'tunity*
- per'ception*
- pro'motion*
- 'strategy*
- 'turnover*

- 4 Remind students of how to give definitions (see Lesson 2). Give definitions and ask students to guess the word; once they get the idea, students can come up with items, questions and definitions themselves. Other forms for definitions can include:

- This is a place where ...*
- This is a company which ...*
- If you want to ... , you need to go to ...*

An alternative is the Weakest Link TV quiz show format, e.g., What 'A' is a well-known brand of computer? (Apple)