A COMPARISON OF SMALL AND LARGE EUROPEAN CITIES FOR TOURISM: IMPLICATIONS FOR STRATEGIC MARKETING COMMUNICATIONS
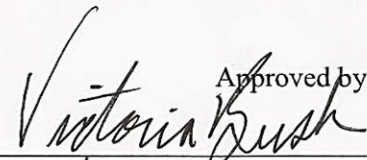
by

Sarah Marie Noser

A thesis submitted to the faculty of The University of Mississippi in partial fulfillment of the requirements of the Sally McDonnell Barksdale Honors College
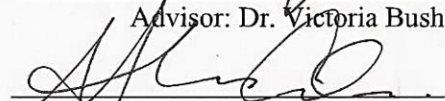
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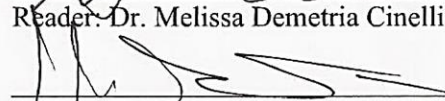
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DEDICATION

This is thesis is dedicated to all those who hope to travel and find adventure through other cultures. I hope you find what you are searching for during your journeys.

ACKKNOWLEDGEMENTS

I would like to thank several people who helped with the completion of this thesis, not only for their help with the writing of this paper, but their patience and encouragement throughout my entire college experience. First, I want to thank my parents and family for their never-failing love and support. Thank you for always pushing me to be my best, even when I did not see the potential in myself. Next, I would like to thank my advisor, Dr. Victoria Bush. Thank you for stepping in halfway through my thesis, thank you for being available to help with any issue I had, and thank you for always assuring me everything was going well even when it was not. I appreciate all of your insights and advice; this paper could not have happened without you. Also, thank you to my two additional readers, Doctor Melissa Cinelli and Doctor Dwight Frink for taking time to read my paper and serve on my panel. I would like to thank everyone I interviewed, especially the Barlowe family, for contributing to this thesis, as well as those who participated in my survey. I also want to thank the Sally McDonnell Barksdale Honors College for accepting me into its community and for providing a safe and thought-provoking education. Thank you to all of my friends who have helped me these past four years as well. Finally, I would like to thank my sister, Rachel, for listening to every concern, issue, or complaint I had during every step of writing. Thank you so much for reading almost every draft and being my biggest cheerleader not only with school but in all aspects of my life.

ABSTRACT
Sarah Marie Noser: A Comparison of Small and Large European Cities for Tourism:
Implications for Strategic Marketing Communications
(Under the direction of Doctor Victoria Bush)

The purpose of this thesis is to compare major and minor European cities based on their marketing mixes and creating the best marketing communication strategies for small municipalities. The secondary research completed for this report was done by reviewing dossiers, professional reports, newspaper articles, and scholarly and government websites, on the subject of travel trends and reasons to travel abroad. Next small and large cities were compared based on their price, product, place and promotion, which also included case studies comparing different sized cities from the same country to each other. A SWOT analysis was also conducted on the three smaller cities from the case studies and the target markets for the marketing communication strategies were defined. Primary research was conducted by interviewing and surveying couples who were part of the selected target market. Lastly, there were three marketing campaigns created for three separate cities with two target audiences. Through this research it was found couples want to visit safe locations, the city's character, and beautiful views. American couples were influenced the most by friends and family as well as travel discounts when choosing where to visit. The conclusion from this thesis is American couples prefer the uniqueness of smaller cities, but they also take other factors such as safety and the general feel of the location into consideration when booking a vacation flight. It is important for cities to use this knowledge to their advantage and create a resonating brand image which entices couples to travel there. Hence, three

comprehensive marketing communication strategies were developed to aid small cities in

accomplishing this goal.

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Introduction

As the great author Lewis Carroll stated, the best gift one could give their spouse is a lifetime of adventures (1968). But where are these adventures found? Most of the public would say going to large European cities such as Barcelona, London, Berlin or other similar places. Traveling trends, however, are suggesting that there is a new shift among vacationing couples to journey to less known municipalities to see new and unique cultures. This brings up many questions such as what entices couples to visit different cities around Europe? What are some emerging tourist trends for small European cities? Finally, how can cities be marketed to so they travel to smaller cities instead of larger ones? These inquiries will be discussed and answered with one similarity. Due to the change in interest from overcrowded, cliché, and usual travel destinations to smaller, quainter, and lesser known towns, North Americans are now discovering the allure of new cities in Europe.

The purpose of this paper is to investigate the shift of North American couples traveling to major cities in Europe to minor unknown cities to find adventure and a once in a lifetime experience. To achieve this purpose, this study investigates different traveling trends, including new safety concerns, new laws concerning going abroad, and new spending movements among guests in Europe. Small and large cities are then compared based on the four elements of the marketing mix. The three smaller cities are Toulon, France; Ravenna, Italy; and Linz, Austria will be considered as case studies. These case studies are compared to larger metropolitan areas in their same countries which are popular tourist destinations. Next, the primary research is conducted. In depth interviews with couples regarding their favorite places to visit and how they choose

where to travel were conducted. A survey was then developed and conducted on what influences them to travel and why they like to travel to certain cities.

The second part of the thesis develops three different marketing communications strategies for small cities. The goals, strategies, and tactics are discussed with specific examples. Based on primary and secondary research insights, these will bring more tourism to Toulon, Ravenna, and Linz.

Chapter 1: Reasons to Travel Abroad

There are several reasons why couples travel to Europe. One of the main reasons is to visit their family and friends (Heyns & Boekstein, 2000). The United States is a country bursting with immigrants so numerous people have relatives and loved ones across the ocean. Many of these relatives and friends do not live in a big city. There are other reasons why the public travels abroad besides visiting someone as well. People also add travel days before or after they attend business meetings, conferences, and seminars (Heyns & Boekstein, 2000). It is easier and cheaper to add leisure days onto a business trip than planning a full trip and taking off more work days. Both of these reasons help diversify where people go in countries from the typical big cities. Not all family members and business ventures occur in larger cities, so these people travel to smaller cities instead (Heyns & Boekstein, 2000).

Many Americans investigate their origins if they are not first or second-generation immigrants (Heyns & Boekstein, 2000). Thousands of Americans find the villages their ancestors lived in and make the journey to Europe to explore their roots. Similar to visiting relatives, American ancestors did not necessarily migrate from a large city. The United States has been known as, "the cultural melting pot", this does not exclude small villages. While exploring their heritage, travelers can also explore the towns around their main destination. During this time, they can go and visit places that are out of the norm for tourists.

Another reason U.S. citizens travel to Europe is for study abroad opportunities (Heyns & Boekstein, 2000). They seek unique experiences and new cities to differentiate their visits from their peers. Many millennials are adventurous and want to encounter

things exclusive to the area they are visiting. These studies are beneficial for students besides the once in a lifetime experience as well. Attending school overseas has been linked to finding a job sooner to regular college graduates (University of Merced, 2017). In fact, 97% of graduates who studied abroad found a job in 12 months while only 49% of other former students received employment in the same period of time (University of Merced, 2017). Studying in Europe has also been known to help students mature, have a greater tolerance for diversity, and build their self-confidence (University of Merced, 2017). The same could be said for anyone that travels abroad.

Other justifications to travel internationally include playing or watching a sport, cultural or religious reasons, and health reasons (Heyns & Boekstein, 2000). One favorite past time for people is watching sports, many fans like to follow and cheer on their team in person rather than watching the team games on television. Religious experiences are also a huge cause for traveling. At least 2-3 million people travel to Mecca alone each year (Blumberg, 2017) and there are many other religious places in Europe people want to visit like Mecca. Many pilgrimages are in small villages that have religious meaning and are not close to large populations of people.

Another reason to visit a particular place is for medical reasons (Heyns & Boekstein, 2000). Other countries have different practices of medicine that could be more beneficial or more affordable to someone than the healthcare facilities near their home (Brennon et al., 2016). Different facilities also offer a variety of conditions and treatments for their patients some of which a person's insurance might not be able to pay for unless they travel (Brennon et al., 2016). The same goes for specialty treatments. Some types of medicine and treatment procedures are not legal in a person's home

country, so they have to visit another place where the procedure is routine (Brennon et al., 2016). An example of this would be an orthopedic procedure known as hip resurfacing. The surgery is illegal in the United States, but in Europe and Asia it is common practice, so many people suffering from chronic pain travel overseas (Brennon et al., 2016). Although these are all pertinent reasons for traveling, these are not the main reason why people travel overseas.

Lastly, the primary cause for people to travel is for leisure. Not everyone needs a reason to tour the globe (Heyns & Boekstein, 2000). Domestic and international travelers spent roughly 683.1 billion dollars on leisure excursions in 2016 alone (U.S. Travel Association, 2018). Nearly four out of five vacations are taken for recreational purposes with nearly 1.7 billion person-trips taken for fun in 2016 (U.S. Travel Association, 2018). Travel has become an annual ritual for those who have a disposable income to pay for their excursion expenses.

Chapter 2: European Travel Trends

Studies show the most visited region in the world is Europe. The continent had 620 million international tourist arrivals in 2016, which is a 2% increase from 2015 (European Travel Commission, 2016). This fact is not going to change soon either. This year alone, there is an estimated 3% increase in travel flows from last year's statistics which would be the eighth consecutive year of growth in European tourism (European Travel Commission, 2016). These increases in travel are a result of the public wanting to spend more money on unique traveling experiences rather than physical objects.

Increases and Decreases in Travel

Some of the major increases in travel occurred in Iceland with a 40% rise in tourism; Cyprus which had a 20% increase, and finally Slovakia had a 19% growth in travelers visiting there this past year (European Travel Commission, 2016). The increases of travel to these countries show that tourists want to see different places besides the standard tourist attractions. They do not want to see the same places that their peers have already seen; they want to try something new. The list of countries above also offers a wide variety of activities and have quaint, accommodating towns for travelers to visit. There has also been a decrease in some countries' tourism as well. Turkey lost 31% of its tourists, while Belgium lost 14% and Switzerland only lost 2% (European Travel Commission, 2016). These decreases in travel might be caused by political events that took place in those countries in 2016.

Tourists want to travel where they know they will be safe and due to the increase in terrorist attacks abroad, Americans do not see Europe as a secure destination to visit anymore. An example of this was the Brussels attack in March of 2016. Within days of the assault on their airport and subway system, their hotels had a 25% capacity when the rate had been 82% the night before the bombings (Paul, 2017). Other European cities suffered with getting tourists to visit them as well, London's hotel-occupancy rates fell to 58% while Paris' slipped to 67% (Paul, 2017). Another result of the attacks was an advisory from the State Department telling Americans the "potential risks" of traveling in Europe. This is the first continent wide alert since 2010 (Paul, 2017). The alert warned U.S. citizens that, "terrorist groups continue to plan near-term attacks throughout Europe, targeting sporting events, tourist sites, restaurants, and transportation" (Paul, 2017).

The region was already planning for slower travel growth after the Paris attacks and then the events in Nice and Brussels occurred stopping the increase in travel even more. This information is troubling when a booming tourist industry is important to sustain Europe's fragile economic recovery (Paul, 2017). Economists estimate a tenth of the region's gross domestic product (GDP) is made up of hospitality and tourism. Luckily some analysts believe these bursts of terrorist attacks will only effect tourist for a short period of time (Paul, 2017). According to statistics from the World Travel and Tourism Council (WTTC) it takes only thirteen months for tourism to recover from a terrorist attack (2017). When looking at other factors this is a relatively short amount of time. The London-based industry trade group compared terrorist attacks to disease, which takes twenty-one months to recover from, environmental disasters take twenty-four months to

regain their tourists, and it takes twenty-seven months for tourism to recover from political unrest. When looking at the four crises, terrorist attacks had the lowest total lost arrivals and recovery time. A table of these findings can be found at the end of this section. When talking about attacks, Yeganeh Morakabati, an associate professor at Bournemouth University in the U.K., states, "The tourism industry is a very resilient industry and people have fairly short memories. And so as long as the attacks are one-off, the impact tends to be small. This is what we have seen in the past" (2016). The recovery time could lengthen though if terrorist attacks keep occurring.

The more frequent the attacks, the more likely it is people will stay away from Europe and not travel, states (Cutler, 2016). The effects of these assaults could potentially be greater if people lose their sense of safety which has been a fundamental part of the European travel scene and European way of life (Cutler, 2016). This is still a hypothetical situation, though, and in general travel is still a popular activity for those who can afford to visit other places.

Figure 1: Crisis Effects on Total Loss of Tourism

(World Travel & Tourism Council, 2017)

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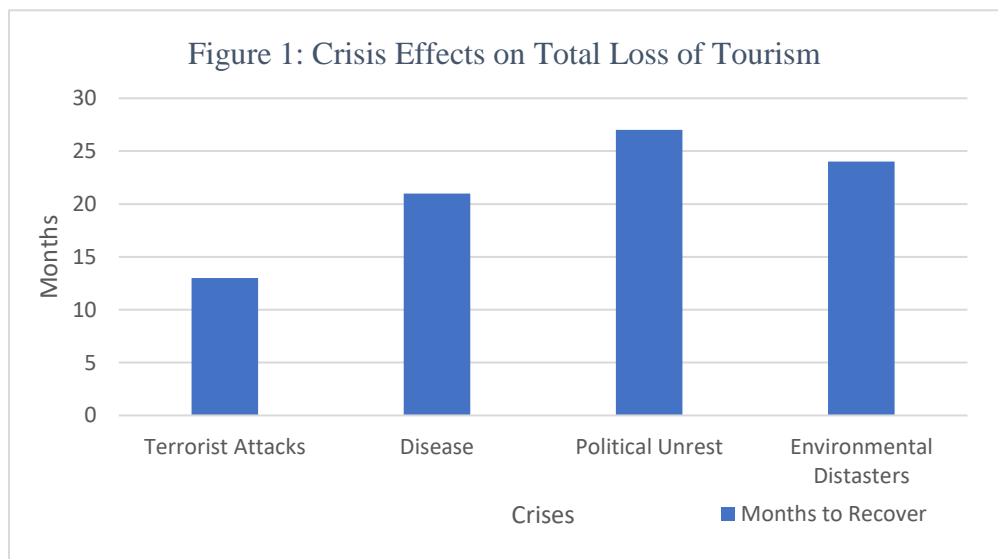
Changing Travel Laws and Regulations

Along with worrying about the safety of the countries, tourists also need to be aware of changing laws and rules regarding passports and visas. One new change regarding visas that was passed in March 2017 is there is now a nonbinding resolution asking to reintroduce visa requirements for American citizens in Eastern European countries, such as Romania and Ethiopia (Kanter, 2017). This was in response to the new U.S. administration's travel restrictions on five countries in the European Union: Bulgaria, Croatia, Cyprus, Poland and Romania (Kanter, 2017). This political signal pressured the European Commission to take legal measures to impose visas for Americans until the U.S. government reversed their ban on the E.U. countries stated above (Kanter, 2017). Since March, the restrictions have not been imposed, but they could occur in the future. Travelers need to pay attention to what documentation they need, otherwise they could potentially get rejected from the countries they want to visit.

U.S. citizens spent approximately $57.94 billion on travel in 2010 and it increased to $60.9 billion in 2015 (U. S. Travel Association, 2018). People are bored in their ordinary lives in the United States, so to add excitement to their lives, they explore new places overseas. This shows in the rising number of passport and reports of populace traveling internationally. The annual number of valid United States passports in circulation has grown from 2010 to 2015 as well (U. S. Travel Association, 2018). The number of passports in circulation in 2010 was 101,797,872 and in 2015 it grew to be 125,907,176 (U. S. Travel Association, 2018). The annual international trips that U.S. residents every year has also increased in 8% from 2014-2015 (U. S. Travel Association,

2018). This research shows a correlation between that ordinary citizens visiting the various cities and countries in Europe instead of staying in the United States.

Tourism Spending

With so many tourists travelling to Europe, there are several ways for people to spend their money. TripBarometer stated, "Travelers are more likely to spend more on sightseeing than shopping, souvenirs, and nightlife combined" (2015). From research given by *Tourism Economics,* it is shown that almost $40 billion account for tours and activities in Europe (Baldassin, Gallo, & Mattevi, 2016). As stated earlier, people are tired by their routine lives so why would they want to travel to the same mainstream places everyone else vacations? This notion can be concluded from the data because tourism has increased in Iceland, Cyprus, and Slovakia—three places which are not normally thought of as the usual tourist attractions (European Travel Commission, 2016). This proves more people are looking for disparate places to go to set themselves apart from their peers.

Other trends that are changing in traveling do not only deal with where tourists go, but how they travel and the way they plan their trips. Location, price, and other customer reviews are still the most influential factors for travelers when planning their trip, but 77% say that amenities are also important when looking to book a hotel or flight (*US Family Travel Survey*, 2015). Internet access has become a huge factor whether people stay in a hotel or not. When surveyed, 74% of travelers say that it is quite influential when booking a hotel (*US Family Travel Survey*, 2015). This concern had never been important in the past and now it is a deciding factor for many travelers on

where they stay. Other amenities that influence individuals choosing a hotel are whether the hotel has free breakfast or shuttle system, and whether or not the staff is able to speak the traveler's language (*US Family Travel Survey*, 2015). The increase in importance of these services show that tourists expect more when they travel. This correlates with the fact that 32% of travelers plan on spending more on their voyages than they did last year (*US Family Travel Survey*, 2015). This is twice as much as those plan on reducing travel spending. With tourists spending more on their trips, they have greater expectations for their experiences. This will change how hotels and cities accommodate their consumers and market to new voyagers.

There was also an increase in spending by international travelers from $126.7 billion in 2012 to $142.6 billion in 2017 and 172.2 in 2020 (Miller &Washington, 2017). This spending accounts for 3.5 % of the total GDP in Europe and will continue to rise by 2.6% in 2017 (WTTC, 2017). With this much spending by tourists, many jobs have been created to accommodate them. In 2016 the tourism industry directly supported 13,962,000 jobs which accounted for 9.7% of total employment in Europe (WTTC, 2017). Jobs are expected to increase in 2017 with a 1.7% rise in total European jobs (WTTC, 2017).

Traveling has many different facets that contribute, such as when consumers are planning their trips and what they focus on when deciding where they go, such as the security and affordability of the country. The international tourism industry also contributes to the success of many global economies. Tourists tend to spend more when they travel so they also look into the amenities of the foreign hotels and cities.

Chapter 3: Market Comparison of Small vs. Large Cities

In order to discuss characteristics of large and small cities they must both be defined. The distinction between the two city sizes can be based off three different qualities of the cities themselves. The first quality, which will mainly be used the decision process, is the population of each city (Irfox, 2009). One needs look at the high population density of the location's urban area. This is simply the section of the city sector that would be considered a city with a high population and building density for the size of the region. The larger the built-up urban area, the bigger the city (Irfox, 2009).

The second quality one needs to examine is the size and population of the Metropolitan Statistical Area (MSA) (Irfox, 2009). The MSA surrounds the urban area and contributes its vitality and success. While some parts of the MSA are not urban or even suburban, the people who live in this area use the amenities provided by the core urban area (Irfox, 2009). Therefore, the citizens in this specific area can alter the population size and physical layout of the city as well as make decisions which affect those who live inside the urban area (Irfox, 2009).

Finally, the last quality is the general "feel" of the city someone has when they visit (Irfox, 2009). This is the least objective tactic, but it is an accurate way to get an idea of the size and atmosphere of a city. Two cities can be roughly the same urban area size, but one can feel significantly larger than the other when someone visits it (Irfox, 2009). Just looking at the numbers does not always accurately show the size of a location.

Using mainly the urban area and the MSA populations and population density, the city sizes for small, medium, and large cities are as follows: small cities: 100,000-

300,000 residents; medium cities: 300,001-800,000 residents and large cities: 800,001 + residents (Irfox, 2009). Even though there is a size definition for medium cities, they will not be discussed in this essay.

Product

This section compares the two city categories using the components of the marketing mix: product, price, place and promotion. The place will describe the locations and way to get to them. The product is each type of city and it will describe the different elements of each city and explain the benefits of traveling to lesser known urban areas. The price and promotion are simply comparing the general price and promotion strategies of small and large cities.

One of the greatest advantages of small cities and towns is they each have unique cultural experiences to display to their visitors. When people travel far from their home, they want a sense of adventure, which Greg Richards and Andries van der Ark (2006) recorded in their research. They found when examining destination attractiveness, tourists tend to like destinations that have a, "certain element of 'exoticism'" (Richards and Ark, 2006). This sense of curiosity can be satisfied in smaller cities. Many people have found that "Smaller southern European cities will tend to have livelier street culture, and, therefore, be seen as having more 'atmosphere' than their counterparts" (Richards and Ark, 2006). This is because large-scale cities tend to have establishments that can be found in other cities, and because the population is so much bigger there has to be more planning and standardized infrastructure within the city (Richards and Ark, 2006). In

contrast, very few, if any, small cities are the same and each one has its own set of quirks which people want to learn about and experience.

It is hard to compare experiences when visiting small and large towns because cities are incredibly diverse. Many people believe lesser known towns are mundane to visit, but these locations are still cities with aquariums, museums, and other different activities (Mitchell, Olander, & Suozzi, 2013). Depending on the country, smaller cities can also be close enough to each other and sightseers can experience many diverse regions. It is when highly populated metropolitan areas are visited that have people go to the same few tourist attractions where they are crammed together with all the other tourists (Mitchell, Olander, & Suozzi, 2013). An example of this would be the city of Paris. Visitors of the French capital usually go to the same places when they travel there. In fact, five of the top ten most visited places in Europe are found in or near Paris: Notre Dame Cathedral, Disneyland Park (located 40 minutes outside of Paris), Sacré Coeur Basilica, Musée du Louvre, and the Eiffel Tower (Moilanen, 2015). This does not discredit the attractions, but statistics are showing that increasing numbers of excursionists want to experience new regions their peers have not been before (Mitchell, Olander, & Suozzi, 2013). Van der Ark and Richards state that "…culture has become a major driving force of the urban tourism system." (2006) and in modern culture individuals want to be special which is linked to their traveling habits (Loon & Rouwendal, 2017). Contemporary travelers want to explore places no one they know has seen, which huge cities with popular tourist attractions cannot give them.

Besides the allure of the atmosphere of a city, travelers also go to other places to discover diverse cultures. In fact, studies have shown that "Culture has arguably become

a major driving force of the city tourism system" (Richards & Ark, 2006). Both large and little cities alike have culture, but due to the vast number of tourists and habitants, larger cities tend to lose some of their charm when people start to change the dynamics of the city. When describing it in their study, Biegaska, Dabrowski, and Sroda-Murawska note that the cultural sector and the creative sector are both things that influence the socio-economic revival of large cities (2017). Smaller cities have not been urbanized completely and therefore retain more aspects of their traditions.

Another benefit to traveling to lesser known towns with fewer people is a greater sense of safety when visiting a municipality. Safety has already been discussed in the Travel Trends section, but it did not discuss the consequences on daily safety in areas with more populace. In places with more people, there is going to be a higher chance of homicides, muggings, pick pocketing and other unfortunate incidents. This is proven just by looking at the 10 most dangerous cities in Europe. All of them have more than 400,000 inhabitants living in their urban areas (Karuga, 2016). The most dangerous city was Tallinn, Estonia which averages 5.5 homicides per 100,000 people and coming in second and third are Glasgow the largest city of Scotland, and Vilnius, Lithuania, which has a population of over 500,000 people (Karuga, 2016). Even cities like Paris have reputations for immeasurable amounts of pick pocketing (Mekinc, Mawby, & Trnavčević, 2017). This is not to say that less populated cities do not have any crime- they do, but it is on a much smaller scale than larger urban areas. When traveling to any new place there are safety uncertainties, but when traveling to densely populated areas one must be particularly careful.

Price

When comparing the two city categories based on prices for traveling, the smaller cities have a higher cost because they do not have as many transportation outlets near them. Their visitors must fly into other cities and either rent a car, take a bus, or pay a taxi to get to the city and their hotel (Corazza, Guida, Musso, & Tozzi, 2016). This can be a little more expensive than finding one flight into a large urban area and taking a quick walk to the booked hotel. Luckily for lesser known cities, there has been an expansion of low-cost airlines which has shortened travel time and pricing for many tourist attractions (Baldassin, Gallo, Mattevi, 2016).

Other costs associated with traveling to a destination are expenditures, these are tourist attractions such as museums and theatres (Richards & Ark, 2006). When comparing the expenditure costs between large and small urban areas, the more populated cities overcharge for most of their main visiting sights (Stroyan, 2009). This is common pricing strategy for companies, when their demand for a good or service is high, they can raise the prices (Zeithaml, Bitner, & Gremler, 2018). Tourists will not find the same prices in less populated cities and they can still find an activity similar to the one they wanted to do in the large city. An example of this would be comparing Budapest, Hungary, whose population is 1.76 million, and Bath, England, whose population is 83,992 (Stroyan, 2009). Both cities are for spa-lovers and they each have Roman baths and pump rooms for their guests (Stroyan, 2009). Each city has updated baths and other tourist attractions for visitors to explore (Stroyan, 2009). The only difference is the pricing of the baths, in Bath the average price per ticket is drastically lower than the average ticket price in Budapest (Stroyan, 2009). The price of a ticket for Bath is roughly ten dollars and the price of a ticket in Budapest is almost eighteen dollars (Stroyan,

2009). This shows less populated cities can offer the same types of activities, but for a much lower price.

The main area where big and small cities are the same is when one looks at currency exchange. Once the exchange rates are more favorable, traveling to Europe becomes more affordable for travelers (Nestora, 2010). The higher exchangeability of the currencies also affects how consumers spend their money once they travel. Loren Siekman, president of Discover France Adventures, states that he experienced more upgraded bookings and extended trips after different currencies became more transferable for tourists (Nestora, 2010). Guests traveling to other countries want to get the most for their money so, as the currency exchange improves, the more citizens travel and spend more on their experiences abroad. This can be true for any size or type of city.

Place

Any city in Europe that can be visited and promoted to tourists can be considered a destination location. The difficult part of placement for smaller cities is creating easy transportation to their location for visitors (Faulk & Hicks, 2010). Some believe traveling to bigger cities is easier for travelers than visiting a smaller city due to their large airports and extensive amounts of other forms of transportation (such as buses and taxis) due to their large populations (Faulk & Hicks, 2010). Travelers could pay more to fly to smaller airports to arrive closer to their city of choice, but they still might need to find other forms of transit if the location they want to go to does not have an airport nearby. Luckily there are new research projects being funded by the European Commission that aim to develop a new generation of eco-friendly buses across Europe (Corazza et al., 2016). These buses will add another way for visitors to get to their

destination while still being environmentally friendly and cutting down costs to their

travel expenses (Corazza et al., 2016). They also reduce the problem of limited

transportation to smaller cities because the buses take many different routes across

Europe and stop in a wide array of cities (Corazza et al., 2016).

Promotion: Case Studies

The cities in Europe are incredibly diverse so there is no accurate way to organize

them into two categories based on their size and compare their general advertising tactics.

Instead there will be three case studies which compare a small city's advertising to the

biggest city in its country's promotions strategies. These three small cities will also be

used later when three separate marketing campaigns for the cities will be created. The

cities in the case study are Vienna versus Linz, Austria, Paris versus Toulon, France, and

lastly Rome versus Ravenna, Italy. Toulon, Linz, and Ravenna were each chosen due to

their similar smaller population sizes as well as their diverse tourist attractions and

atmopheres. These case studies and marketing strategies will show that no matter what

type of small-scale city couples travel to, they will still have a beneficial experience.

<u>Toulon vs. Paris</u>

When comparing the promotion strategies of Paris and Toulon, one notices a few

similarities but there are mostly differences between the two cities when it comes to

advertising to tourists. This stems from the very core of the cities themselves. Toulon is a

quaint naval town while Paris is the number one tourist destination in the world (Paris

Region Agency, 2016). Each offers different sites to their visitors, but both have informative and efficient advertising campaigns.

When looking at Paris as a tourist destination, it has 45.9 million tourists visit per year, 42% of which are foreigners (Paris Region Agency, 2016). There are 170.8 million-night stays by tourists which is half the total night stays in France. 90.5 million, or 53%, of these stays are from international tourists (Paris Region Agency, 2016). Tourism creates approximately 26.14 billion dollars' worth of economic benefits for France. There are 84,340 jobs in the travel industry which makes up 516,000 jobs in the hospitality business, this is 8.6% of all of the jobs in the Paris Region (Paris Region Agency, 2016). This great success in tourism is partly a result of the wide depth of activities and sites that tourists have to choose from when they visit France. Paris alone has 4,000 historical monuments, 19,000 clubs, and some of the most popular sporting event options in Europe (Paris Region Agency, 2016). The top five tourist sites for Paris are the Notre Dame de Paris with 14.3 million visitors per year, Disneyland Paris has 14.2 million guests, the Sacré-Coeur with 11 million travelers per year, the Louvre Museum with 9.1 tourists, and finally 7.7 million guests visit the Palace of Versailles each year (Paris Region Agency, 2016). A full list of the top most visited sites in Paris can be found below.

Figure 2: Top Most Visited Tourist Sites in the Paris Region

Site	Visitors (in millions)
Notre-Dame de Paris	14.3
Disneyland Paris	14.2
Sacré-Coeur de Montmartre	11
Louvre Museum	9.1
Palace of Versailles	7.7
Eiffel Tower	7.0
Orsay Museum	3.5
Pompidou Centre	3.4
Cité des Sciences et de l'Industrie	2.7
Notre-Dame de la Médaille miraculeuse Chapel	2.0
Grand Palais	1.9
National Natural History Museum	1.9
Arc de Triomphe	1.7
Army Museum	1.5
Quai Branly Museum	1.5

(Paris Region Agency, 2016)

The vast influx of tourists each year create a necessity for the Paris Tourist Department to stay up-to-date and be informative on their website. It is easy to use and gives suggestions for sites to see, hotels to stay in, restaurants to eat at, places to shop and much more. The website is also set up for three different types of guests: leisure visitors, business professionals, and the press. Each section is catered towards its specific target market so they have the best stay possible in France. Along with being informational, the website is also visually appealing with images for almost every site suggested for tourists as well as a photo library being offered if one wants to see pictures of Paris. The website

is also offered in 11 different languages to accommodate any type of guest and links visitors to all of the Paris tourism social media as well (Paris Region Agency, 2016).

The current advertising campaign is "Discover another Paris" which has several different advertising strategies associated with it (Paris Region Agency, 2016). First there are several videos linked on the Paris tourism website which shows its target market a new neighborhood in Paris that many visitors do not think of themselves when visiting the city. Another element to the campaign is "Another Paris" tourist train which offers guided tours around the districts in Paris to foreign guests (Paris Region Agency, 2016). The Paris public relations office has several press releases on the different assets of the city on the tourism website as well as different research on region tourism they have conducted (Paris Region Agency, 2016).

Toulon is a port town on the Mediterranean coast in southeastern France. It is situated in between Marseille and Saint Tropez in the Var department of the Provence-Alpes-Cote-d'Azur region. Its location on the shoreline has calm waters and mountains surrounding the beach, these characteristics have made it a successful naval base for centuries (Seldon & Seldon, 2017). Besides being a military base, the city has 165,000 residents, the fourth largest on France's Mediterranean coast (Seldon & Seldon, 2017).

Due to Toulon's size, it is not as well-known as Paris so some background information is provided to understand the character of the city. Toulon was first mentioned in the "Route from Rome to Arles" by Antoninus in 2nd century B.C. with the name Telone Martio, then Telo, Telonium, and finally Toulon (*Toulon History, Provence*, 2018). After the fall of the Roman Empire the city had many invasions by Arabian armies between the eighth and twelfth centuries (*Toulon History, Provence*, 2018). It was

passed from the Viscounts of Marseilles to Charles of Anjou in the early thirteenth century and it was held by his successors until 1481 when France obtained its rights (*Toulon History, Provence*, 2018) From then on, it has been the main base of the French fleet in the Mediterranean Sea and has had several towers, arsenals, and other defense mechanisms built to defend the city (*Toulon History, Provence*, 2018). In modern times, Toulon's harbor and many ships of the French fleet were self-destroyed in 1942 trying to avoid occupation from the Allies, but the city was ultimately captured (*Toulon History, Provence*, 2018). The German troops finally left Toulon in August 1944 (*Toulon History, Provence*, 2018). Since then the military base has not been as prominent and the city is known as a coastal town.

Toulon has many sights to see, but it is most well-known for its Bay which has a beautiful beach to swim in and guided tours of the naval base, fishing areas, and the surrounding area. There is also a "Medieval Town" Square which hosts the Opera House and many other ancient monuments and museums. There is a walking route which leads tourists around the city and runs by all the eight museums and many of the monuments Toulon has to offer. Besides museums and monuments, tourists can also visit the Mont Faron Zoo, and ride a cable car to the top of Mont Faron to view the entire harbor.

Toulon's tourism is not as well-known as that of Paris' but it also brings in revenue for its region. In 2011, tourists spent nearly 19 billion dollars in the region, which was a 2.5% increase from 2005 (The Chamber of Commerce of the Var Department, 2018).   There was also a rise in visitors to the region in 2013 grossing 222,806 guests to visit the area, almost 8,000 more from 2012 and the most successful year since the Tourist Information Office opened in Toulon (The Chamber of Commerce

of the Var Department, 2018).   Cruises are an important aspect of traveling to Toulon as well. In 2014, the city totaled 130 stopovers and 300,000 visitors from the ships. There are 35 different liners from 18 different cruise companies as well as seven inaugural stopovers to the city in 2014 (The Chamber of Commerce of the Var Department, 2018). The city is perfect for cruise liners to stop because it was once an important naval port for the Romans and modern France before World War II (Seldon & Seldon, 2017). It is considered the most beautiful natural harbor in Europe as well as offering many different cultural and athletic tourist sites for its guests to visit (The Chamber of Commerce of the Var Department, 2018).

There is no noticeable current campaign for the city besides the #mytoulon which is used when social media for the city is posted. The city has many brochures which help guest decide the sites they want to visit, but there are no videos or overlapping theme connected the different locations to one another. The Toulon website does give out information on things to do, hotel accommodations, and places to eat, but it does not go in depth in any of the sections. It is easy to use and has three different languages, English, French, and German, for different foreign guests to use as well as additional resources for disabled-friendly information. There are also some pictures of the city as well as maps and guides to help travelers find their way around (Toulon Tourism Website).

When comparing the Paris and Toulon advertising campaigns Paris has stronger media presence and marketing strategies to entice new visitors. This is to be expected due to the size and resources Paris has compared to those of Toulon, but Toulon could be doing more to advertise itself. They had no advertising campaign at all and did not go into depth of places for tourists to stay, eat, or visit on its website. If Toulon created more

promotional strategies and provided more information about its tourist sites to potential new visitors, like Paris, it could gain more influence in the tourism industry.

Figure 3: A Comparison of Toulon and Paris

Toulon
- 222,806 guest visits per year
- Tourists spent nearly 19 billion dollars in the region
- #mytoulon campaign

Both
-Functional and informative websites

Paris
- 45.6 million tourist visitors per year
- 26.14 billion dollars worth of economic benefits
- "Discover another Paris" campaign
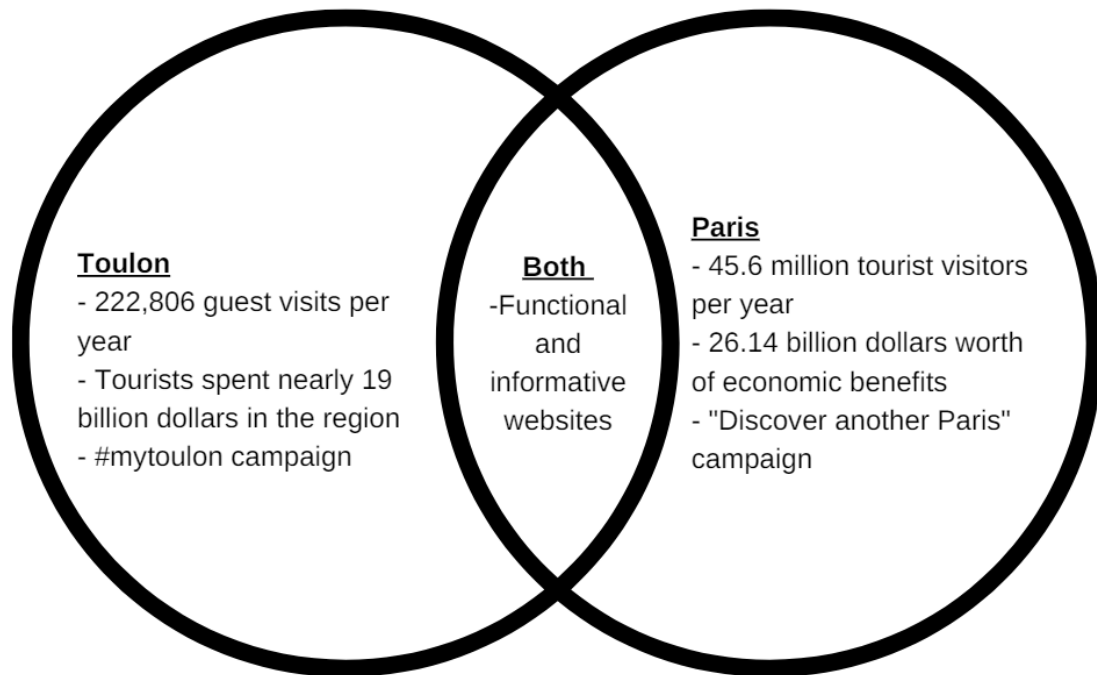
Linz vs. Vienna

Linz and Vienna are two cities located in the northern region of Austria. While Vienna is the capital of the country as a whole, Linz is the capital of the Upper Austrian area (Vienna Tourist Board, 2016). Even though Vienna has a population of almost two million people and Linz only has a population of 201,000 residents, they each have recreated their city's brand and grown their tourism departments ([Linz] City History in Brief, 2007). Both excel in their communication tactics to current and potential tourists on how to travel to the city, where to stay, and what activities they should participate in even though the two cities have different personalities and experiences to give to guests.

When looking at Vienna's annual tourism, it has approximately 15 million overnight stays each year and 5.6% of them are by citizens from the Unites States (Vienna City Administration, 2017). This number has been consistently improving for the past seven years (Vienna Tourist Board, 2016). With tourism growing, Vienna has roughly 90,000 workers employed in the hospitality sector alone (Vienna Tourist Board, 2016). In 2016, the revenue generated by tourism in Vienna grew by .2 percent and was 738.5 million euros or 906.4 million dollars (Vienna Tourist Board, 2016). These statistics keep Vienna on target for its 2020 goal. The city hopes to book five million more overnight stays and make a profit of roughly 500 more dollars than it did in 2013 (Vienna Tourist Board, 2016). This means the number of overnights per year will have to grow by 40% and the net revenue from each room booked with have to grow by 60%.

Vienna also hopes to expand its airport so visitors can catch direct flights from Vienna to 20 airline hub cities than it did in the past (Vienna Tourist Board, 2016). The city will have to make many additions to its infrastructure to accommodate more people. Vienna is focusing on three major objectives to grow by, "Global. Smart. Premium." (Vienna Tourist Board, 2016). The city wants to be known more globally and be considered as an economic hub in in Europe. Vienna hopes to become smarter through sustainable and urban technology which will help it become a greener city giving its residents and guests a better place to live in or visit (Vienna Tourist Board, 2016). Finally, "Premium" means that Vienna's restaurants, hotels, and other hospitality business will be more luxurious and high quality (Vienna Tourist Board, 2016).

Through their goals and objectives for 2020 the Vienna Tourist Board's Strategy Group created a new marketing campaign for the city (2016). They updated Vienna's

tourism website as well as creating the slogan, "Vienna Now, Vienna Forever" to connect their whole campaign together. The hashtag, ViennaNow is incorporated into all of their social media posts (especially Instagram) which keeps locals and foreigners alike up-to-date on the activities occurring in the city (Vienna Tourist Board, 2016). Their YouTube channel was also revamped and makes weekly videos highlighting the best tourist attractions in Vienna (Vienna Tourist Board, 2016). The whole campaign makes it easier for tourists to find information on where to stay, eat, or sight see when they visit the city.

Vienna is considered the capital of Austria as a whole, but Linz is currently the capital of the Upper Austrian region and it lies on both sides of the Danube River and is close to the Czech/Austrian border and is the largest of the three cities chosen, with a population of about 201,000 citizens (Hansen, 2015). Linz is Austria's second largest business and economic center and with more than 205,000 jobs ([Linz] City History in Brief, 2007). Its tourism contributes to 16.1% of the area's GDP with 69.13 billion dollars' worth of direct and indirect value added to the economy annually (Austrian Chamber of Commerce, 2016). This creates approximately 714,500 full-time jobs in the region as well as 8,800 internships related to the tourism industry (Austrian Chamber of Commerce, 2016). This accounts for 20% of all employment in the Upper Austrian region. The main attractions for tourists in Upper Austria are the winter sports resorts and the beautiful mountains that make them possible (Austrian Chamber of Commerce, 2016). The heaviest tourist seasons are in February and August with guests spending an average of $186 per day in the winter and $153 per day during summer visits with 52% of tourists vacationing in Austria every year. (Austrian Chamber of Commerce, 2016).

Linz was first known as Lentia by the Romans who discovered the area in the fourth millennium B.C. ([Linz] City History in Brief, 2007). Over the centuries it was attacked by Goths and barbarians which destroyed the settlement leaving it to be a small colony by the second century (Linz History Facts and Timeline, 2016). It was not until 799 A.C. the name "Linz" was first documented, as well as the mentioning of the city's famous St. Martin's Church ([Linz] City History in Brief, 2007). The area of Linz began to grow again in the fifteenth century A.D. and it attained city magistrate rights in 1424. By 1489 it was home to the Holy Roman/Habsburg Emperor Fredrick III and Linz was the capital until his death four years later then Vienna gained political power (Linz History Facts and Timeline, 2016). The area continued to expand until the Peasant Wars in 1626 when the suburbs of the city were burnt down. The Thirty Years' War started before the Peasant Wars ended and Linz was not peaceful again until the late 17th century (Linz History Facts and Timeline, 2016).

In the prosperous 18th century, there were additions to the Main Square and Wolfgang Amadeus Mozart visited the city where he composed the 'Linz Symphony' (Linz History Facts and Timeline, 2016). The peaceful era came to an end when the 19th century arrived along with a fire which ravaged the entire city (Linz History Facts and Timeline, 2016). Soon after the French moved in under the command of Napoleon Bonaparte which created conflicts throughout the city for the next decade (Linz History Facts and Timeline, 2016). After World War II Linz began to mold into its modern-day form. Many galleries, fine arts universities, and multi-purpose buildings were built as well as the public transportation infrastructure being enhanced as well (Linz History

Facts and Timeline, 2016). Today, Linz is known for its focus on the arts and modern technology advancements (Linz History Facts and Timeline, 2016).
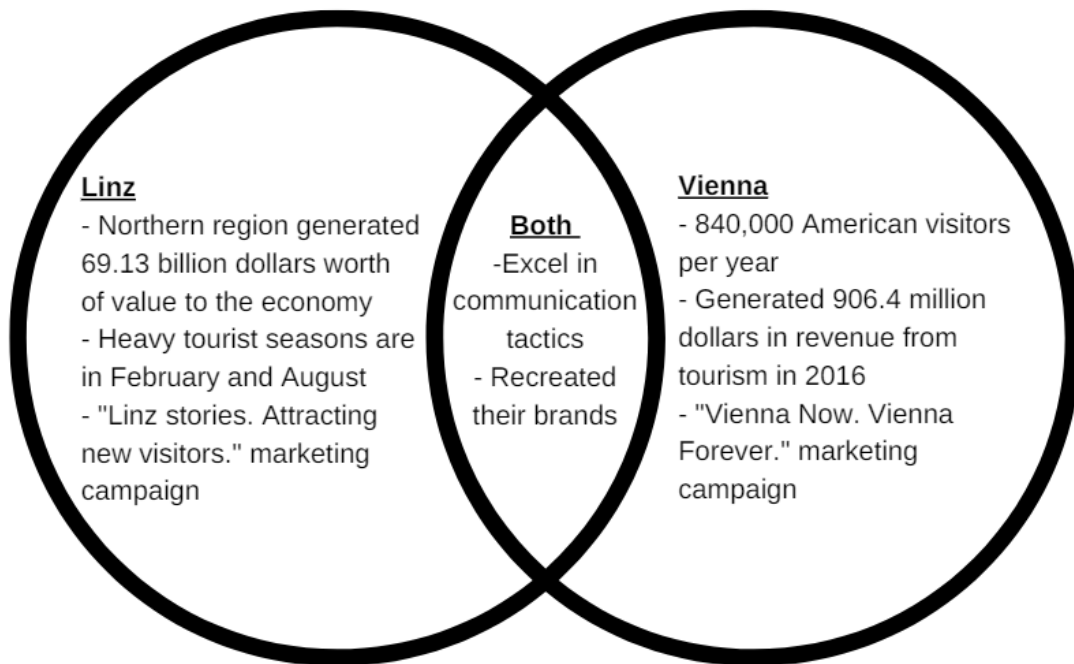
Being one of the most future-oriented locations with its modern technology and architecture, Linz has been designated as a UNESCO city of Media Arts ([Linz] City History in Brief, 2007). The designation means that Linz is one of the most forward-looking places in the world. This technology along with buildings from its rich history make it the place to go to find cultural and innovative entertainment ([Linz] City History in Brief, 2007). For those who want a more modern experience, they should visit the Ars Electronica Center which has breath-taking technological media arts that immerse its audience in three-dimensional worlds and more. The center also hosts the annual Prix Ars Electronica festival every September. Similar places to visit in Linz are the Musiktheater Linz at the Volksgarten opera house and Lentos Art Museum which stimulates their visitors' visual and auditory senses in a modern way. Traditional places to visit in Linz are the Main Square, the Mariendom (New Cathedral), and Old Town. The Main Square is the city center of Linz and gives tourists lots of places to shop and stop to eat. Old Town encompasses the Linzer Schloss (Castle of Linz), museums, contemporary architecture, and restaurants to educate visitors on the history of the city as well as experience its modern innovations and culinary accomplishments.

Linz's advertising campaign is "Linz stories. Attracting new visitors." This campaign focuses on tourist and native stories which highlight the success of the city ([Linz] City History in Brief, 2007). Some products of the campaign include an updated website and the creation of a tourism app for Linz, and the public relations team for Linz generated several news stories which highlighted successful tourists' trips to the city. The

campaign also had its own slogan, "Open for enjoyment, stories, and inspiration." ([Linz] City History in Brief, 2007). This slogan fits well with the campaign and connects with the contemporary branding the tourism department desired.

When comparing both Vienna and Linz they are both different from each other with their architecture and number of tourists, but they each have strong communication resources for their guests. Vienna has a strong Instagram and YouTube presence while Linz focuses more on their phone application to aid tourists when they visit the city. Both Linz and Vienna have informational and easy-to-use websites which draws tourists to both regions and helps them plan their trips to Austria.

Figure 4: A Comparison of Linz and Vienna

Linz
- Northern region generated 69.13 billion dollars worth of value to the economy
- Heavy tourist seasons are in February and August
- "Linz stories. Attracting new visitors." marketing campaign

Both
-Excel in communication tactics
- Recreated their brands

Vienna
- 840,000 American visitors per year
- Generated 906.4 million dollars in revenue from tourism in 2016
- "Vienna Now. Vienna Forever." marketing campaign

Ravenna vs. Rome

When comparing the tourism statistics and marketing strategies of Rome and Ravenna one notices they have many differences in regard to their tourism, but they have

quite a few similarities between both of their advertising campaigns. Rome is a multi-billion-dollar tourism city while Ravenna is an unknown charming beach town (*Tourism Demographics and Costs,* 2018). Even though their sizes are different, both of their advertising campaigns are only adequate when informing consumers about the sites around the cities (*Tourism Demographics and Costs,* 2018).

When looking at Rome's tourism its total number of American tourist arrivals in January 2017 alone was 45,797 visitors (*Tourism Demographics and Costs,* 2018). In 2014 the city had 1.6 million guests from the United States who spent approximately 5.17 billion dollars in Rome during their stays even though the hotels only had 69% of their rooms filled. Rome had roughly 26.94 million international overnight stays in 2016, making it the 4th leading European destination by bed nights (*Tourism Demographics and Costs,* 2018). The average hotel room rate per day is $148 dollars and is continuing to increase each year (*Tourism Demographics and Costs,* 2018).

Even though tourism is prevalent in Rome's economy, the Tourism Department of Rome does not have many marketing campaigns for the city. There is a new campaign starting this January called #experienceRome which includes three travelers from Brazil, Russia and the United States who will live broadcast their journeys on the tourism department's social media channels. This campaign is not evident though, when looking through their posts on Instagram, Twitter, and Facebook. The three travelers were never introduced and when scrolling through social media it is not clear if they are the ones posting pictures and the phrase "Experience Rome" is not used consistently, making the campaign confusing and ineffective. The tourism department also has not created any

videos for the campaign and their latest one on YouTube is from two months ago that has no connection to their new campaign.

Looking at Rome's website, it is very informative, but it needs to be updated. It is difficult to navigate and the pages need to be consolidated and re-organized. Several different pages repeat themselves or they are only slightly different from another page. It is confusing for the consumers navigating the website and it would be difficult to plan a trip. It recommends nine separate apps to use for the trip on your phone, four of which are specifically for the attractions around Rome while the other five are for traveling around Rome or finding a taxi (turismoroma.com, 2018). Downloading nine different applications is inconvenient for tourists and time consuming especially when several of them are used for the same purpose. Overall, Rome's tourism campaigns and resources are adequate, but for a city who has millions of tourists visiting each year their website and message need to be more organized and straightforward.

To give some background information on Ravenna, it is in the Emilia-Romagna region of Italy, situated just north of Florence. It is situated in between the Apennine Mountains and the Adriatic Sea which its connected to by the Candiano canal (*Tourism of Ravenna,* 2018). The port of Ravenna is one of the biggest ports of call in the Adriatic Sea (*Tourism of Ravenna,* 2018). The city is also known for its dedication to the arts, especially the ancient craft of mosaics (*Tourism of Ravenna,* 2018). Ravenna is the smallest of the three cities selected with a population of roughly 158,000 (*Tourism of Ravenna,* 2018).

The origins of the city are uncertain and there are many myths associated with the first settlements (*Tourism of Ravenna,* 2018). It is said that the city was founded several

generations before the Trojan Wars (*Tourism of Ravenna,* 2018). The earliest known information about the city is that it was occupied by the Etruscans who were then taken over by the Umbrians in the fourth or fifth centuries B.C. (*Tourism of Ravenna,* 2018). After the Umbrians, the Romans had power and it became a capital due to its strategic location (*Tourism of Ravenna,* 2018). Once the Barbarians raided the city in 476 A.D. their king Odoacer also used it as his home for a short period until the Ostrogoths captured the city in 493 A.D (*Tourism of Ravenna,* 2018). From then it was taken over by several different groups, such as the Lombards, Franks, the Church of Rome, and more until the Battle of Ravenna which was fought between the Spanish and French in 1512 (*Tourism of Ravenna,* 2018). This ended with the French and the Catholic Church taking control until 1859 when Ravenna proclaimed its union with the Kingdom of Sardinia which later became the kingdom of Italy (*Tourism of Ravenna,* 2018). Today it is an agricultural and industrial city that specializes in petroleum and natural gas, the processing of oilseeds and more (*Tourism of Ravenna,* 2018).

Due to its many cultural connections, the city has much to offer in the artistic world, boasting a large network of museums and collections. These museums include the Ravenna Art Museum, National Museum filled with pieces of art from the Roman and Byzantine era art, Tamo Museum which is dedicated to the art of mosaics, Dante Museum, and the Risorgimento Museum which caters to the fans of two famous Italian politicians Mazzini and Garibaldi (*Tourism of Ravenna,* 2018). The land around Ravenna is also diverse with fruit groves, beaches, canals and more for tourists to explore. Among them is Punte Alberete marsh and its forests with exotic animals and its own "Alfredo Brandolini" Natural Science Museum (*Tourism of Ravenna,* 2018).
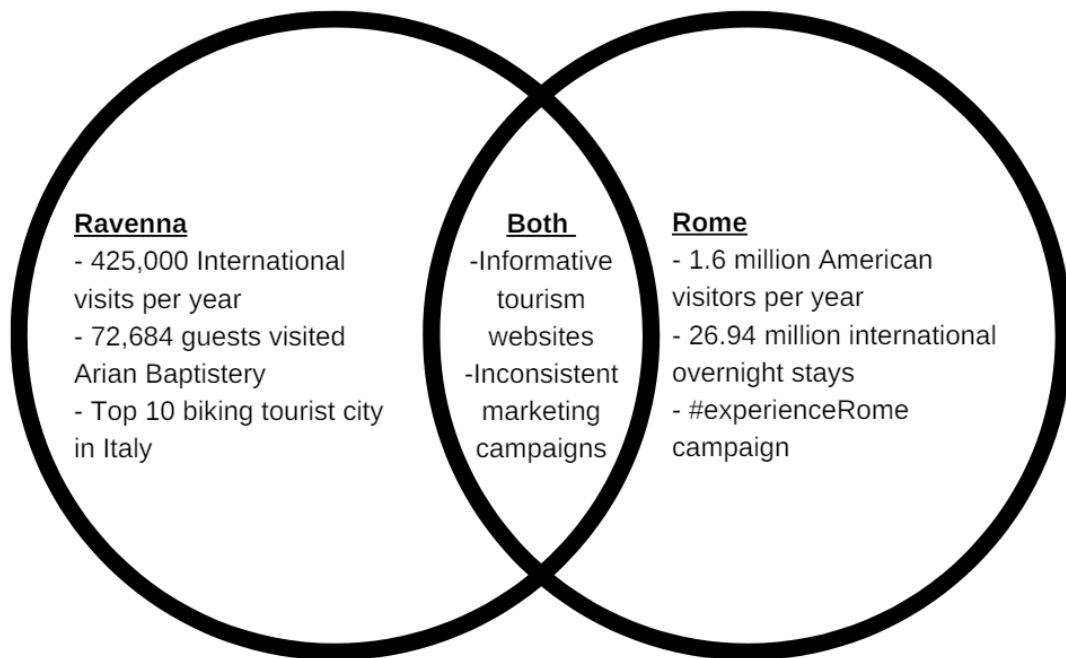
Ravenna's hospitality department is not as influential to the city's economy as Rome's tourism, but it still receives many guests throughout the year. It is estimated that in 2016 Ravenna had 425,000 international arrivals of tourists and its region as a whole receives the most foreign visitors per year in Italy ("Number of international tourists*",* 2016*)* Many tourists travel to Ravenna to see its famous mosaics and its most popular museum, the Arian Baptistery managed approximately 72,684 visitors in 2016 ("Number of international tourists*",* 2016). The city is known for its bike trails as well and is ranked as one of the top ten tourist destinations in Italy for guests to ride their bikes with their travel partners (Legambiente, 2016).

Ravenna has an informative website and marketing campaign for the size of the city and the number of visitors it hosts each year. The website is organized and easy to use for guests who want to find where to visit and it has links for people to book hotels or download an interactive map of the city. There are four different languages to choose from and they have links to Ravenna's social media platforms. Each of their social networks are cohesive and incorporate the city's advertising campaign, "My Ravenna" (*Tourism of Ravenna,* 2018). One downfall of the campaign and the website is there is a lack of videography of the city and campaign, only pictures. The marketing campaign is also missing stories from locals or frequent visitors of Ravenna which would help tourists know where to visit around the city as well as connect with the overall theme of "My Ravenna" (*Tourism of Ravenna,* 2018).

When comparing the two cities, Rome may be bigger and have more tourists, but Ravenna has a more effective marketing strategy put into place. Ravenna keeps their audience up-to-date on current events in the city and their website is easier to use. The

tourism department in Rome does not have a clear vision in its marketing strategy and needs to update its resources for present and future guests of the city.

Figure 5: A Comparison of Ravenna and Rome

Ravenna
- 425,000 International visits per year
- 72,684 guests visited Arian Baptistery
- Top 10 biking tourist city in Italy

Both
-Informative tourism websites
-Inconsistent marketing campaigns

Rome
- 1.6 million American visitors per year
- 26.94 million international overnight stays
- #experienceRome campaign

Collaborators, Competitors, and Context

When looking at each city's promotions, one must also look at different aspects of their tourism departments. Each department must work with other businesses to make sure everything runs smoothly and the tourists have the best resources when they visit. The city's competitors must also be defined so they know who they are contending with for the same travelers. Knowing one's competition helps each municipality decide how to position themselves and shapes the way they decide their marketing strategies. Lastly every city needs to know the context of their market and target audience. If the tourism department does not know about their market segment's environment, they cannot

communicate their promotions efficiently. The sections below will go further into smaller cities' collaborators, competitors, and context of their market.

<u>Collaborators</u>

There are several collaborators for the tourist department in each city. They work most closely with restaurants, hotels, museums, and parks. Transportation offices associated with airplanes, rental companies, taxi cab services, and chauffer companies, are also beneficial to work with in order to have the correct mode of transport for visitors to, around, or out of the city. The tourism departments of these three cities work with local government agencies, chambers of commerce, and travel agencies as well to keep up to date on current travel trends and regulations. For towns such as Linz, they also collaborate with ski resorts and other recreational facilities who interact with tourists during popular travel seasons.

<u>Competitors</u>

Direct competitors for each city are the places around them that also attract the same target market. This would include other small cities, or larger cities as well. Toulon would be competing against Paris, Marseille, Nice, Cannes, St. Tropez and other beach towns on the Mediterranean coast. Cities Ravenna would be compared to are Bologna, Venice, Florence, and San Marino. Some direct competitors for Linz would be surround ski resorts, Vienna, Salzburg, Enns, and Wels.

Indirect competitors for the three small cities would be other cities and tourist attractions in other countries. Tourists could also choose to vacation in the United States

and visit cities there or road trip across the country instead of visiting Europe. Young couples could also decide to stay at home and save money too.

<u>Context</u>

In the economic context, tourism helps to provide 2.38 million jobs directly related to hospitality and tourism in Europe ("Contribution of travel", 2016). This includes workers in hotels, airplane pilots, tour guides, and travel agents. Tourism also provides 2.39 million indirect jobs in Europe which include aircraft manufacturers, construction firms, and restaurant employment ("Contribution of travel", 2016). Tourism in Europe also contributed 7.61 billion euros to the GDP in Europe in 2016 which helped their economy grow from 6.03 billion in 2006 ("Direct of total contribution", 2016).

There are several new emerging business models in European tourism. One of the main new trends for traveling is using Airbnb (Oskam & Boswijk, 2016). It is the largest networked accommodation service and has outgrown popular hotel chains in number of beds offered in their market. With its reasonable costs, one-on-one contact with a host, and it's easy to use website, Airbnb has disrupted the entire traditional hospitality business model (Oskam & Boswijk, 2016). There are several other competitors trying to replicate this business model and traditional hotels are trying to adapt to the market change, but Airbnb is the market leader for the best documented case of peer-to-peer accommodation (Oskam & Boswijk, 2016).

Another new trend to keep in mind regarding the international tourism market is advancing technology. Technology has become a huge part of the target markets' daily life. The physical world has become digitalized and the hospitality field needs to create ways to connect their guests to tourist attractions in the condensing physical and digital

world (Gretzel, Sigala, Xiang, & Koo, 2015). Luckily technology can help with this process too. New developments help with research optimization, sharing data, and collecting complex and real-time analytics which help the tourism industry learn more about their visitors (Gretzel et al, 2015). According to Rifkin (2014) the world is in the middle of a third-industrial revolution and are moving towards the time frame of the Internet of Things. This causes a huge shift in the hospitality market to rebrand itself as well as find more ways to entice consumers to visit their businesses and cities.

Sociocultural shifts have also affected European tourism as well. Visitors are now focused on finding out more information and searching for a meaningful living during their trips abroad (Oskam & Boswijk, 2016). This means that hospitality departments need to focus on giving guests a more individualized experience and focusing their brands on value networks and knowledge platforms (Oskam & Boswijk, 2016). This shift of focus brings more awareness towards social issues such as education, health care, and ecological issues as well as enable peer-to-peer business to thrive (Green, 2007).

Lastly, with the introduction of peer-to-peer businesses and the technology shift, there are many new changes and challenges regarding laws in the tourism industry. With disruptions to the technology and business contexts there are many problems with enforcing current rules (Maxfield, 2015). There are several questions as to how peer-to-peer companies such as Uber or Airbnb should be taxed or if they should be taxed at all (Kaplan & Nadler, 2015). Related to this there are protests from hotels and taxi services against unfair competition in their perspective industries as well as consumer protection issues (Nicholls, 2015).

There have been many issues with technology regulations as well. Numerous people believe too much of their private information is being shared with the government through their internet usage while others do not care if companies look through their search records (Periera *et al.* 2017). Internet usage and home service devices have become popular in such a short amount of time there have not been enough laws created to protect the users of these devices (Periera *et al.* 2017).

SWOT Analyses

Figure 6: Toulon SWOT Analysis

Toulon	
Strengths	**Weaknesses**
• Strong branding • Beautiful natural bay • Frequent Cruise Excursionists	• Excursion city reputation • Lack of resources
Opportunities	**Threats**
• Emerging Technological Trends • Use of its location • Online booking	• Other surrounding cities • Lack of publicity • Technology

Toulon has many strengths that it can use in its new advertising campaign. The city has a strong brand as a naval port town which it can capitalize on and expand by adding new activities for tourists around the city. It has a natural bay area where there is a beach and port for the naval ships which has been said to be the most beautiful inlet in all of Europe. This is a great feature to advertise which entices tourists to visit the city. Lastly, the harbor is a great location for cruise ships to lay at anchor which brings a lot of tourists into the city for a few days.

There are so many cruise ships in fact, that Americans view the city as a place to stop for only one to two days at most. This is a negative outlook as the tourist department wants guests to stay longer than a day because the city has so much more to offer than a day's visit and extended stays result in additional revenue for the city. Toulon is also a smaller municipality so they do not have as many financial, natural, or other resources to use for its tourists like the other larger cities around it. This makes it difficult to advertise and publicize all that the city has to offer.

Some opportunities that Toulon should capitalize on are the new technology trends which make it easier for guests to find out information about the city due to their devices having more information on them than a book would and online booking which makes it easier for guests to make travel arrangements for their trips. Another opportunity which Toulon needs to market is their location. The harbor is a great asset which draws many guests to the city and if Toulon could market all it has to offer more efficiently more tourists would want to visit.

A factor that is threatening Toulon is its lack of publicity which is a problem for any small town in Europe. They can be overshadowed by the well-known locations, and if someone is not familiar with a certain place they sometimes shy away from visiting due to lack of convenience and knowledge when planning their trip. One other threat for small cities like Toulon is technology if it is used incorrectly. Tourists can write bad reviews for one negative experience which can deter others from visiting. Also, if Toulon does not increase their online presence and other cities do, then guests will find another city to explore. The new wealth of information works in favor any location in Europe that uses it to their advantage.

Ravenna	
Strengths	**Weaknesses**
• Abundance of museums • Art collections (UNESCO City)	• Lack of monetary resources • Weak advertising campaign/website
Opportunities	**Threats**
• Emerging Technological Trends • Online booking • New museums being built	• Lack of publicity • Other cities • Technology

There are many strengths the city of Ravenna possesses. It has many interesting historical museums and other tourists; attractions that would entice consumers to visit. Ravenna is also a UNESCO city of arts due to its wide variety of mosaics and artwork found throughout the town. This brings many art and history lovers to the city who then stay longer due to its rich cultural background.

Ravenna has many of the same weaknesses as Toulon such as a lack of resources due to the city's size, but it also does not have a strong online presence. It has a weak campaign which does not connect its viewers to the city and it is not organized by an overall theme it wants to communicate to its audience. This coupled along with the fact the city does not have updated information about the city makes it difficult for potential guests to find out more on Ravenna. This could deter them from wanting to visit, or, if they are interested in going, they might not have enough resources to find the correct travelling arrangements to voyage there.

Ravenna and Toulon have many of the same opportunities and threats. The only difference between the two is Ravenna has more museums being built which it can advertise to potential new consumers. They can both capitalize on the new technology

trends and online booking while being weary of other cities and lack of publicity.

Ravenna also needs to improve its technology presence otherwise its potential guests will

find other places to visit.

Figure 8: Linz SWOT Analysis

Linz	
Strengths	**Weaknesses**
- Modern/Updated - Has both historical and new monuments - Strong social media/online presence - Successful tourism seasons - Tourist phone application	- Lack of resources - Identity Crisis - Located in the same region as Vienna
Opportunities	**Threats**
- Emerging Technological Trends - New convention center - Online booking	- Lack of publicity - Other cities - Technology

Linz has several beneficial strengths to offer its consumers. The city has been

updated and is one of the most modern places to visit in Europe. Along with this it is also

a UNESCO arts city due to its unique architecture, plus its update was not just on the

exterior. Linz has also updated its online presence as well and has an informational and

easy to use website along with a phone application tourists can use when they want to

visit the city. The city still has historical architecture as well which gives guests the best

of both worlds when visiting. They can experience some of Austria's history as well as

see where the city is headed for the future. The northern region in Austria is also famous

for its skiing seasons in the winter and summer which also entices customers to visit.

Some weaknesses Linz has is a possible identity crisis. The city does have

historical and modern architecture which can be difficult to make cohesive. It could also

force the tourist department to choose what vision they want for the city: a traditional Austrian town or a modern city. Linz is also located in the same general region as Vienna. If tourists had to pick between a well-known city which is easy access using transportation services or a lesser known town which is harder to reach they might choose Vienna over Linz which would decrease the city's tourism. Linz also struggles with a lack of resources too.

Linz has many of the same opportunities and threats as Ravenna and Toulon. The city does have the opportunity to capitalize on its new convention center and the fact that it is still being renovated and updated. There are new modern buildings being built each year for tourists to see which makes the city a place where guests can visit several times and never have the exact same experience due to the new. Other than that, Linz can also use new technology and easy online booking to its advantage and the tourist department needs to be wary of other cities, Linz's lack of publicity in the United States, and new technology they might not have mastered yet.

Chapter 4: Target Markets

For all three of the cities there is a primary target audience which is more mature couples and empty nesters. There will also be a secondary market that is younger, adventurous couples. The middle-age + couples might have just retired or their children just moved out. They now have more time or finances to travel to places they want. The young couples are either partners or just married and do not have children yet. They want to venture out and experience exotic places in the world together. In either scenario, they have more resources to journey and see new parts of the world. The two are not traveling with children so their excursions will include activities that are targeted for adults as well as having a romantic aspect to them. Both of these segments can be further dissected using Claritas and Tapestry Segmentation.

Young Adventurers
Key Tapestry Segments
<u>*Trendsetters*</u>

The Trendsetters segment is comprised of younger couples with a median age of 36 who live their life to the fullest. These residents are well-educated with more than half of them having a bachelor's degree. They make roughly $51,000 per year and 75% rent in opulent multi-unit facilities in big cities such as New York and Chicago. Trendsetters are spenders rather than savers only seek financial advice when they want to buy new stocks. Image is important to this group, so they always try to know the latest trends and shop for great deals. They usually dress in the latest fashions and spend their weeknights and weekends eating out, visiting different art and history museums, or trying out new hobbies.

These residents like to take spontaneous vacations to exotic places and travel often. They are up-to-date on technology and like to record their trips via Facebook and Instagram. These uptown individuals are an assorted group of people with many ethnicities and races. When looking at a diversity index from 0 to 100, 0 being no diversity and 100 being completely diverse, their index is 75.2. They have many different interests and places they want to explore which needs to be considered when creating strategies for tourism in the three cities.

Laptops and Lattes

These citizens are mostly well-educated couples and singles who enjoy living in the city. They are usually professionals in legal, computer, business, and entertainment employment. Their urban neighborhoods are quite populated and many occupants use public transportation, bike, or walk to work. Laptop and Lattes residents have a median age of 37 and live health and environmentally conscious lives. Both of which impact their purchasing decisions. This market has a higher percentage of partner households and the highest number of same sex couples. With a percentage of 78.3% of white residents, 11.1% of Asian and Pacific Island occupants, and 8.5% of Hispanic citizens this segment has a lower diversity index than the rest of the United States. They live in large cities in the Northeast and California coasts along with some cities in the Midwest.

The median Lattes and Laptops income is $93,000 well above the US. median of $51,000. They use their money to support environmental groups, buy new technology, dining out, and traveling. They enjoy leisure activities as well as going to bars/clubs, the

beach, movies, museums, and more. This makes them a perfect target audience for a modern city such as Linz.

<u>American Dreams</u>

Couples living in the American Dreams section live in upper-middle-class multilingual urban areas. They are usually under 55 years of age and do not have children. Residents are college graduates who have full-time well-paying jobs. This segment knows a moderate amount about technology and use it mostly to make purchases online. They follow European sports and like to fly JetBlue when they travel abroad (Claritas).

<u>Connected Bohemians</u>

The Connected Bohemians segment is comprised of individuals ranging from 25-44 years old that represent the nation's most liberal lifestyles. These residents are mostly singles and couples who range from students to professionals, but they all use the highest amount technology. These urbanites live in either row homes or apartments who know the latest trends in every part of their life. They have a midscale income and like to use it to visit exotic places like the Middle East or to go skiing/snowboarding (Claritas).
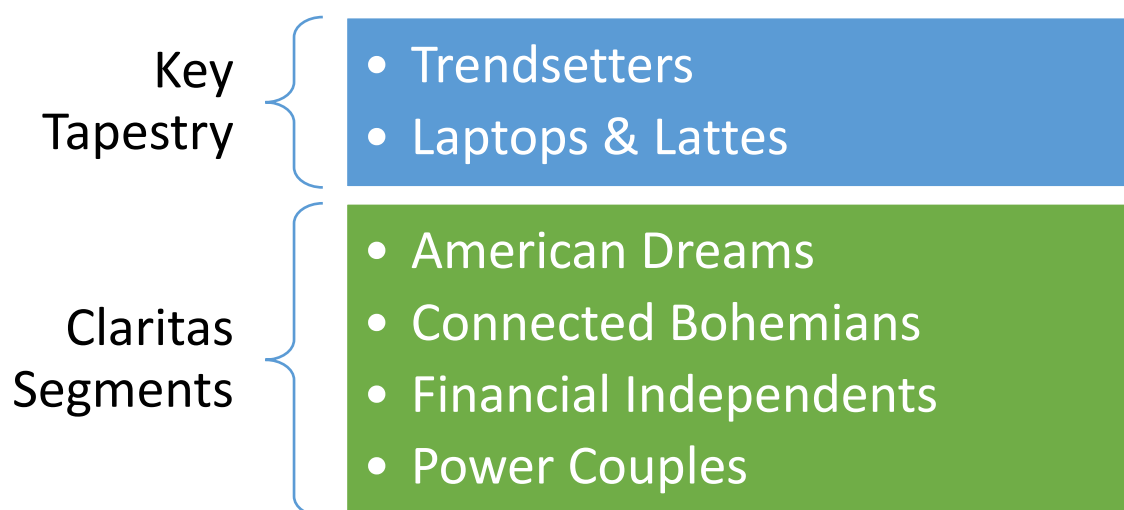
<u>Financial Independents</u>

This segment consists of upscale couples living in suburbia that like to trade online and read Wall Street Journal for investment opportunities. They are between the ages of 45-64 and do not usually have children. With their disposable income they fill

their IRAs with mutual funds and offer a middle market for insurance products. Financial

Independents like to travel often, shop online, and shop at warehouse clubs like Sam's in

their free time. They enjoy listening to talk or all-news radios and browsing travel or food

magazines.

Power Couples

The Power Couples segment consists of upscale couples between the ages of 45-

64 who live in designer homes and have six-figure incomes. They usually have graduate

degrees and tend to be cultural consumers who enjoy reading publications similar to

Forbes or Architectural Digest. Power Couples do not have children and like to spend

their money on traveling or investing in stocks and mutual funds with the help of full-

service brokers. These couples shop at luxury stores such as Lord & Taylor and

Nordstrom and are technology savvy with smartphones and other home technology

devices.

Figure 9: Young Adventurers' Target Markets

Key Tapestry
- Trendsetters
- Laptops & Lattes

Claritas Segments
- American Dreams
- Connected Bohemians
- Financial Independents
- Power Couples

Experienced Excursionists

Key Tapestry Segments

<u>Top Tier</u>

Not surprising of traveling abroad, the Linz campaign targets the top segments.
The Top Tier segment earns more than three times the median annual US household
income at $157,000. A few of the largest areas of employment are management, sales,
business and financial operations, and healthcare practitioners. This is not a very diverse
segment. It is composed of 84.9% White, 9.6% Asian and Pacific Islander, and 5.4%
Hispanic. They are married couples with a median age of 46.2 who either do not have
children or have older children. The average household size is 2.8. There are an estimated
2,052,000 households in this segment. These households are all over the US's biggest
cities and concentrated in areas such as Southern California, Northern California,
Chicago, and the megalopolis in the Northeast (from Boston to Washington, D.C.).

These consumers hire professionals to do their housekeeping as well as property
and home maintenance. They are often owners, and frequent visitors, of their own
vacation homes. Most importantly for this segment, on trips they spare no expenses,
paying for the room with the best view, rental cars, and even limousines.

<u>Exurbanites</u>

There are approximately 2,320,000 households in the United States that could be
considered Exurbanites. These residents are close to retirement age but are still quite
active in their communities, donate liberally, and are veteran travelers. They enjoy living
in the suburbs close to a large city, so they have privacy but can also take in the amenities
of the city. They are usually well connected with technology and use it to shop or for

online banking. These households are comprised of couples who either are empty nesters or do not have children. They are usually around 50 years of age with an average combined income of $98,000, well above the national average. Almost all of the residents have a bachelor's degree or higher or at least some form of college education.

The Exurbanites households are one of the least diverse segments with 87.7% of White occupants with the next highest percentage being 6.8% Hispanic residents. They are all more interested in quality over quantity and take pride in their homes. They enjoy gardening and working on their homes, but they also use several home care and personal care services. They support the arts and public broadcasting and focus on art galleries and museums when they travel.

Claritas
Upper Crust

Living in the nation's most exclusive suburban addresses, there is a segment of older residents earning over $100,000 a year who have a luxurious way of life. These couples are usually 65 years or older and enjoy driving expensive cars, travel frequently, and eat out often. The millionaires associated with this group know technology pretty well and have at least one college degree. They enjoy following business and political news, watching tennis and golf, and planning their next trip to Europe.

Empty Nests

The Empty Nests segment are upper-middle income Americans whose children are grown, but they have no intention of slowing their life down. They are usually over 65 years old but pursue active lifestyles. They enjoy golfing and being active at their

country clubs and traveling to different destinations. These retirees live in the suburbs and have a below average knowledge of technology.

Cruisin' to Retirement

The Cruisin' to Retirement segment consists of upscale older couples with mostly grown children that enjoy living in suburbia. They have large incomes but their homes and cars paid or almost paid off and no children, so they vacation often and eat out frequently. They like watching golf and staying up-to-date on current events. They usually have several collegiate degrees and a moderate understanding of technology.

Money & Brains

These are wealthy middle-age and older couples 55 years or older that seem to have it all. They are highly educated, with multiple and sophisticated tastes to counterpart their education and salaries. Most of them are city dwellers with few or no children that live in stylish, well-kept homes which have luxury cars to match. They use some technology and like to travel to various places around the world (Claritas).

Figure 10: Experienced Excursionists' Target Markets

Chapter 5: Qualitative Interviews

Four couples were interviewed on where they had traveled in Europe and why they liked or disliked their visits, their thoughts on large and small cities, and how marketing affected their traveling decisions. These couples were: Doug and Jane Vorhies, George and Jane Barlowe, Josh Gurwicz and Alex Barlowe, and finally John and Meryl Waterfield. Each couple answered the same questions and their answers were similar, each couple liked bigger cities, but they also enjoyed how unique and historic small towns are and the diverse experiences in each one. The full list of questions is found in Appendix A, Figure 11.

When asked what factors they considered, almost every couple said they looked for towns that were safe to visit, with activities, such as hiking or sight-seeing, that they could do with their significant other. When asked what affected his decision to travel to a destination George Barlowe said, "News and current events play a role – I am not inclined to visit countries with high levels of crime or terrorism." His response shows that crime rates and safety precautions have a huge impact on whether couples want to travel to a certain city. This was the same case with the Waterfield's. When asked the same question Meryl Waterfield stated, "Learning about these terrorist attacks is scary, usually when I hear about a shooting or bomb incident I want to steer clear of that city in the future." Along with safety, having activities to occupy their time was an important factor to figure out where a couple traveled. The Vorhies commented on how they do not spend a lot of time at the beach, but they love visiting museums or going to see concerts. They enjoyed being active and learning more about history during their trips to Europe. These sentiments were similar in each set of couples where they wanted to feel secure in the

cities they were visiting, but they also wanted to wander and learn more about the cities they were touring.

Another similarity found between the interviews was almost every couple liked traveling to larger cities, but they enjoyed smaller towns because of they are less crowded and more relaxing. When talking about the allure of quaint cities, Alex and Josh said they, "loved the quintessential feel of old European cities or small towns with cobblestone alleyways and coffee and gelato shops on every corner." The smaller cities give them a place to experience a more local, relaxed perspective of Europe. Jane Barlowe said something similar when asked which European cities were her favorite. She commented, "Lisbon was an unexpected gem…A great walking city and fun to get lost in and wander…Fabulous views. Very safe. Easy place to relax, with no long lines to get into sites." She said it was just a meeting place on her trip, but it was such a peaceful city she counted it as one of her favorite places she has visited to date. Larger cities might have more museums to visit, but nothing can compare to a great view and a comforting atmosphere.

Every couple that was interviewed said their favorite part of traveling to Europe was the history and culture of the sites they visited. The antiquity of the city added to the allure and heightened the experience for the couples traveling to each place. When conversing with the Vorhies about factors which draw them to a city, they stated, "We enjoy going to cities with different Art and History (specifically World War II) museums and battle fields. Places that our ancestors lived in before they traveled to America are also intriguing to visit because it ties us to our family origins." Many people who travel to Europe want to reconnect with their roots and visit sites that are important to the way

current civilizations have been formed. Alex Barlowe agreed with the Vorhies and stated that she would suggest traveling to coastal destinations or older cities with a lot of charm and character to other couples. "These cities seem more thought out," Alex states, "from little details to the quality of foods, clothing, art, etc." The history and cultures of many old cities are qualities which entice couples choose where to which cities to visit in Europe.

From these interviews, it was concluded that the main similarities between the four couples were: they wanted to feel safe in their city of choice, they wanted a unique and relaxing trip, and finally they were all drawn to the antiquity and personality of the European cities they visited. Everyone was drawn to the history of Europe, but they were looking for cities to explore and relax in, without feeling their surroundings were too crowded. Each couple was looking for personality and significant meaning to their visits to Europe which they could find in the quaint cities they visited.

Chapter 6: Quantitative Survey

This survey was administered through an online Qualtrics system which collects consumer's survey via the internet. There were 15 participants who were asked about their traveling habits and how important certain aspects, such as safety and current events, were when choosing a location to visit. Each participant was 18 years or older who had traveled with a loved one multiple times. The survey takers were asked open ended and Likert questions where they would have to rate certain aspects of their travels or the importance of different advertising tactics when deciding where to travel. Participants could rate issues on a scale of 1 to 7, 1 being the least important and 7 is the most important. Most of the recipients liked traveling to cities that were safe, with beautiful views, and had a great general feel when the participants visited. When looking for new places to visit, most people paid attention to any discount associated with a city and if they had any friends or family that had visited the municipality. To see the full list of questions from the survey go to Appendix A, Figure 12.

The data from the survey shows when asked what issues are the most important to them, they chose their safety and the views they could see when they traveled to a certain city. When looking at the data, safety had a mean of 6.7 for importance and views averaged 6.07 with the next most important issue being the general feel of the city with a mean of 5.8. The least important issues according to the survey are the size and language of the city which had means of 3.40 and 3.53 and recent events in the country they would be visiting with a mean of 3.93. This data shows that city size might not be the most obvious aspect when thinking about where to vacation, but the different aspects of a

minor destination, such as its lack of crime, beautiful views, and relaxing feel to the travelers draw guests to smaller municipalities.

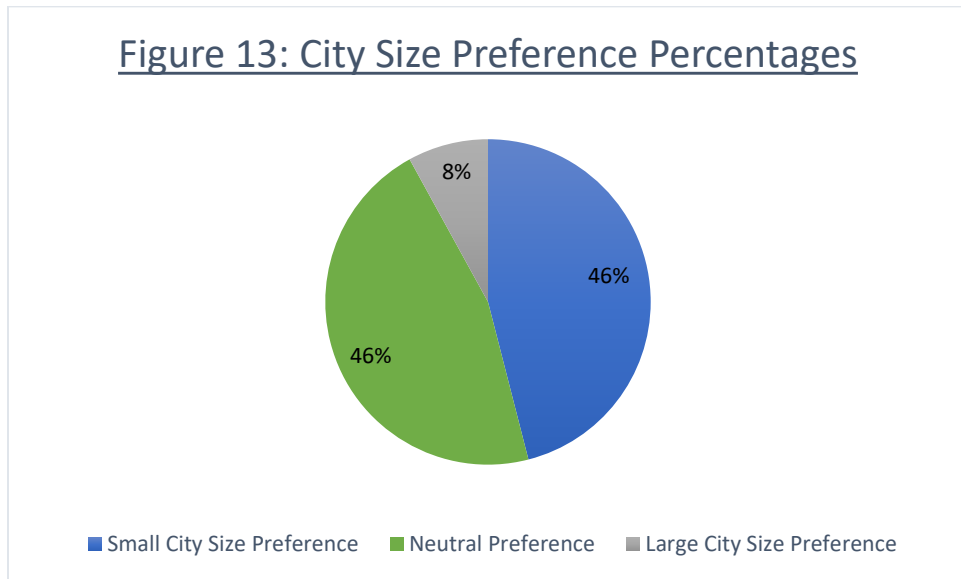Figure 11: Means of Importance to Traveling Factors for Choosing a City
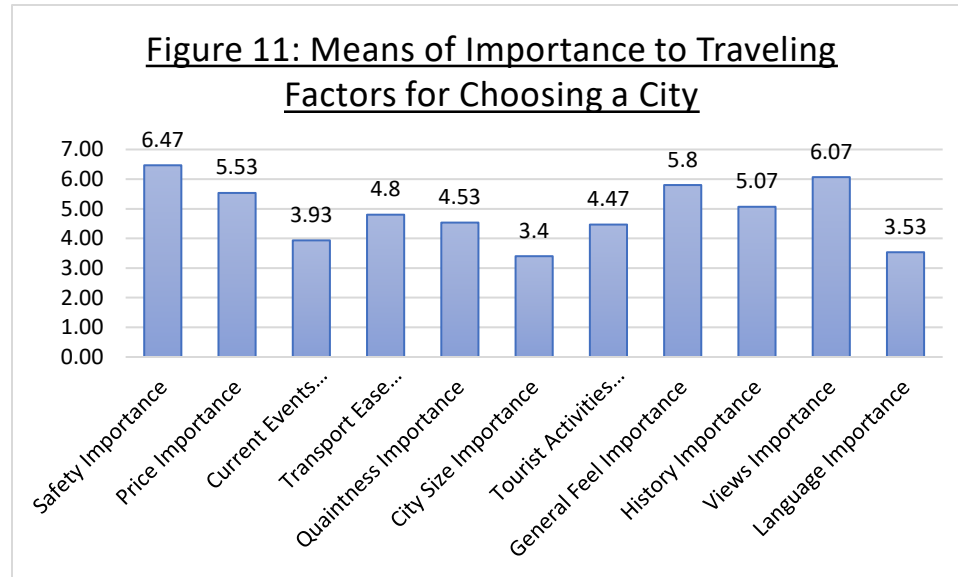
When asked what influenced them to travel to certain cities, participants stated that discounts offered when traveling are a major component as well as whether they had family/friends who lived there or recommended the couples should visit a location. The "discounts" factor was answered with the highest mean of 5.4 and a standard deviation of .737 among survey takers. For family/friend's importance, the mean was 4.47 with a standard deviation of 2. None of the other factors, such as book settings, advertising, and concerts had a higher mean than 4 so they had little to no influence on where the contributors travel. These numbers indicate that when the participants were deciding on where to vacation sales and loved ones were some of the most meaningful influences, but the scale of importance was out of 7, this means they still take other factors into consideration.

The survey also asked questions about the participants lives and personality which could have affected their travel habits, these influences asked about the amount of daily stress the survey takers had and whether or not they were adventurous and like history. When cross examining their results, it was found there was no correlation between any of these and factors about the city they were visiting or on what influenced them to visit a destination. There could truly be link between a person's daily life and where they travel or this could be due to a sampling size error, because the survey size is so small there is a greater chance of mistake.

Figure 12: Means of Importance to Advertising Tactics
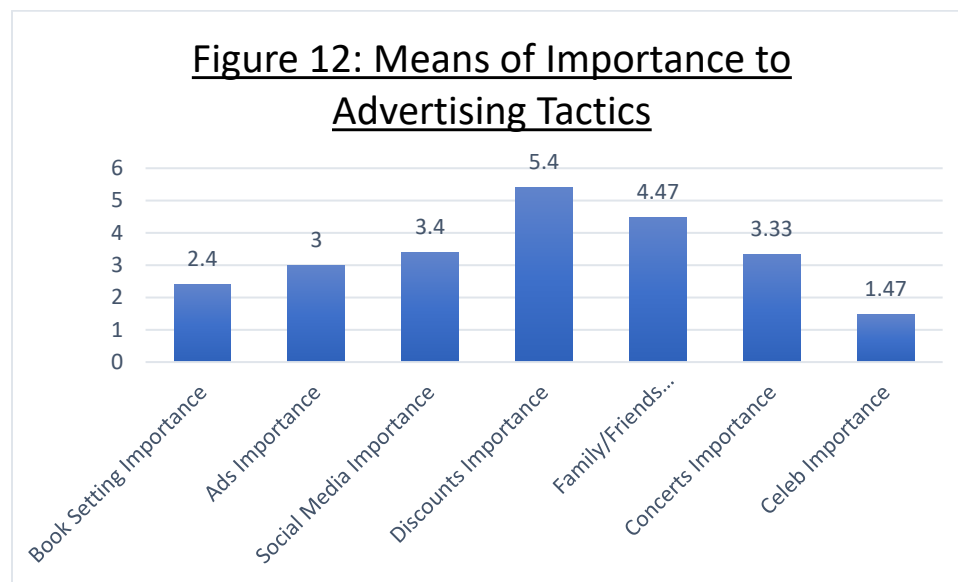
The last set of data looked included the answers to the question of whether or not the survey takers preferred traveling to small or large cities. This was a Likert question where they could decide from 1-7 if they would rather visit a smaller city, more unique city which was represented by a 1 or a larger more tourist-oriented location which was represented by a 7 at the other end of the spectrum. 46% of the survey takers chose 4 which was neutral towards either municipality size while another 46% chose 3 or below meaning they preferred visiting uncommon and less populated locations. The last 8%

chose 5 so they were more inclined to visit a bigger city, but they were still fairly neutral on which size they would visit. From this data, one can see that the sample was mostly unbiased towards what size city they would choose. The rest of the participants enjoyed minor towns with a small margin who preferred a more populated area to vacation.

Figure 13: City Size Preference Percentages

Legend: ■ Small City Size Preference ■ Neutral Preference ■ Large City Size Preference

Reviewing the data, there were several patterns found throughout the survey. One of these observations is the participants all cared about traveling to safe locations as well as beautiful locations with some character to them. The survey takers also revealed they were influenced by their friends and family and traveling discounts more than other advertising and product placements. These statistics can be used in the next section which creates marketing communications strategies to promote small cities to the two selected target audiences, young adventurers and experienced excursionists.

Chapter 7: Strategic Marketing Communication Plan Layouts

This section of the paper discusses two marketing communication strategies for the two different target markets stated above. These young adventurer and experienced excursionist centered marketing strategies will be created for three small cities around Europe: Toulon, France, Ravenna, Italy, and finally Linz, Austria. In the first part of this thesis, it was developed that even though little cities have much to offer to couples traveling abroad- they are often overlooked because of their size and lack of knowledge about the municipality. This section utilizes strategic marketing communications to show some ways cities can make themselves better known while intriguing tourists to visit.

What follows is the marketing communication plan with goals, strategies, tactics, implementation, controls, and exhibits (Cherynev, 2014). For each target market, young adventurers and experienced excursionists, each part of the marketing strategy begins with the shared goals, strategies, etc. of each city and then the cities' will be discussed individually.

Chapter 8: Goals

Shared Goals

The goals of the marketing plan outline the outcome the organization wants to create. They help drive the rest of the project, and without a well-thought out goal the institution cannot construct a successful marketing strategy (Chernev, 2014). Linz, Ravenna, and Toulon are three diverse cities but all have similar goals. Through these strategies it is recommended to increase overall tourism of younger couples by 3% from their new marketing campaigns and well as gain 2% market share of the travel industry in their perspective countries in the next two years. Each city should create new and successful advertising campaigns that engage their target markets through different media outlets. Their websites should be upgraded to be more informative, efficient, and engaging. Their social media needs to be more engaging as well. These goals are advantageous but also within reach for the three cities. They are good bases for the towns to strive for as well as each city also has one other goal, stated below, which will help give it a competitive advantage over other nearby cities.

Young Adventurers' Goals

<u>Toulon</u>

It is recommended that Toulon focuses on couples visiting the city for several days rather than it solely being a port for several different cruise lines. Currently the city is known for being a stop on many different cruise line routes, but Toulon should increase the duration of couples' stays. Another goal is to bring in $500,000 in revenue from

tourism annually. This goal will need to be gradual and they plan to add this amount of revenue over a five-year timeline. To achieve creating more revenue per year, it is recommended that Toulon creates better communication between their offices and their collaborators and create more adventurous opportunities for young couples who visit.

Ravenna

It is suggested that Ravenna should to bring its historical art museums and culture centers into the 21st century by creating an app for the city which focuses on the history behind all of its monuments and based on couples' preferences gives them suggestions of museums to visit. To create this phone application the tourist department would have to work with a technological company to create an efficient and informational app for visitors. The Ravenna Tourism Department would also have to create better communication strategies with the tourist attractions and other companies that interact with guests so the application is always helpful and up-to-date when travelers arrive in Ravenna.

Linz

It is recommended that Linz brands itself as a once in a lifetime experience due to its modern thinking and its mixture of historic and futuristic architecture. One major component of this goal is the Design Exhibition Center which is the city's new convention center along with other innovative art museums. The exhibition center is currently only slated to host two this year even though it is brand new. In order to book more conventions and rebrand itself the city must have an organized communications strategy and depict the city as the place for innovative couples to gather and explore.

Experienced Excursionists' Goals

<u>Toulon</u>

       Toulon is recommended to create a ship hotel fleet where couples can either rent a yacht to sleep in and drive throughout their stay or they can book a room on a ship and they could stay in a floating hotel for the duration of their visit. Every vessel would have a luxurious interior with the yacht having many amenities for each pair, and the ships would have an extravagant restaurant as well as different activities for the couples to participate in such as tennis or squash. It is recommended to brand the city as a chicer place to visit. To accomplish this goal the tourism department must create the best atmosphere for its new hotels. This means hiring the best staff and having efficient communication between all of the workers as well as buying the best products for each hotel.

<u>Ravenna</u>

       For Ravenna, it is suggested to generate $400,000 in annual revenue from tourism by focusing on the artistic aspect of the city. It is recommended for Ravenna to build up to $400,000 within the next 5 years. Currently the city does not have effective communication strategies between itself and its target consumers. During the new campaign Ravenna will to rebrand itself as a city for artists and those who want to escape from mundanity. To achieve this the city needs become more organized and create a memorable and authentic message to give its visitors. Their communication strategy must have a clear message and create a positive perception of the city for the target segment.

<u>Linz</u>

It is recommended for Linz to integrate the more historic sections of Linz with the contemporary neighborhoods. They plan on linking more stories from the city's history to elements in the modern day. This will entice people to visit the city and see its diversity of architecture and overall general feel. The plan is to accomplish this with an innovative and interactive communications strategy and efficient communication with current and potential guests.

Chapter 9: Young Adventurers' Strategies

The strategy section describes the general plan which will achieve the organization's goals (Chernev, 2014). It covers the objectives and how to accomplish those goals (Parente & Strausbaugh-Hutchinson, 2014). The strategy describes the general plan of action while setting up the marketing campaign for the tactics.

Toulon

To achieve its goals, the tourism department needs to focus the adventure side of Toulon. The target audiences need to perceive the city as a place to come and explore. This means focusing on the different activities couples can do together in the city. This includes spending time on some of the naval ships in the city's port, climbing the new rock wall, and other activities the city provides. Toulon's marketing strategy needs to be fun and innovative to draw intrepid couples to visit and try out all of the different experiences the city has to offer.

Positioning Statement: To convince young adventurers to visit Toulon instead of traveling to other larger French cities because of its unique and lively atmosphere along with its beautiful bay to swim in and explore.

Ravenna

In order to generate interest in the city and its new phone application, Ravenna needs to educate its guests on how the application will work and how it will enhance their visit. The focus for its advertising campaign will need to be on the accessibility of the app and how it is making touring the city's different sites more interesting and informational.

There are few cities who use phone applications for their visitors so Ravenna should position this technology as exclusive to the city and make their consumers feel special when they use it. It will help guests learn more about the city and brand the city as an ancient city with modern technology bringing it into the 21th century.

Positioning Statement: To convince youthful travelers to visit Ravenna instead of traveling to other Italian cities because it is the perfect place to stay due to its beautiful mosaics and new satellite technology to help guests navigate the city.

Linz

Linz has an uncommon experience to give its guests with its modern and traditional architecture and it needs to use this to its advantage. The city can use its new Lentos Art Museum to host many music and art festivals as well as the Design Exhibition Center to host conventions specifically designed for couples. The Linz tourism department should the city as a place for couples to find modern inspiration through art and innovation. If its plan is implemented well, Linz should reach its goals.

Positioning Statement: To convince young energetic couples who seek one of a kind experiences to visit Linz instead of different Austrian cities because of its architecture and futuristic ambience.

Chapter 10: Experienced Excursionists' Strategies

Toulon

To create interest about the new set of hotels, Toulon needs to educate current and future visitors on how the ships will work and create a unique experience. The focus of its advertising campaign will need to emphasize the extravagant living quarters and numerous amenities the floating hotels provide. The tourism department needs to convince the target market the new hotels are worth paying money for and they create a one-of-a-kind romantic trip for anyone who stays in them.

Positioning Statement: To convince experienced travelers to visit Toulon instead of larger French cities due to its romantic and luxurious atmosphere and beautiful new yacht hotels.

Ravenna

Ravenna needs to focus on its picturesque side to achieve its financial goals within the next 5 years. The market segments must view the city as a place to explore and get lost in all of its artwork. This means focusing on the different forms of creativity such as the city's mosaics and exquisite architecture. This includes its many cathedrals, monuments, music festivals, and other artistic events/locations. The tourism department can also use its new application to inform guests of what to visit and the history behind them. Ravenna's marketing strategy needs to excite its consumers and draw them to the fantasy of the city.

Positioning Statement: To convince more mature couples to visit Ravenna instead of better known Italian cities because of its artesian atmosphere.

Linz

To achieve its goal of integrating the city's different forms of architecture, Linz needs to effectively link its history with the future of the city. The city can brand itself as the best of both worlds using its new Ars Electronica Center to host art festivals designed for couples as well as hosting more traditional events in the Old Town Walk. The Linz tourism department should position the city as a place for couples to visit all forms of architecture and culture and focus on the art/design aspect of the city as well. If branded correctly, the city would reach and exceed the goals it has set in place.

Positioning Statement: To convince more experienced voyagers to visit Linz instead of alternative Austrian cities due to its combination of modern and ancient affiliations.

Chapter 11: Shared Tactics

Shared Tactics

The tactics are the specific actions which assist in achieving the strategic plan that was defined in the last marketing plan segment (Chernev, 2014). It will include the different marketing and advertising techniques to accomplish the goals for each target audience (Chernev, 2014).

Toulon

IMC Tools

Advertising Campaign

An advertising campaign is set into motion using IMC tools to promote a certain product or in this case, experience. These different tools can be found in print media, television and radio, the internet, promotional products and events, out-of-home locations and more (Arens, 2015).

Each city will have their own advertising campaign with a new slogan and print, online, and radio promotions. Toulon's new slogan will be, "A Bay of _____" the blank can be any word. For the younger couples it would usually say, "Adventure" whereas with more mature couples the slogan might include "Romance" or "New Heights". The tourism department would create 30 second videos around the city with the hashtag #ABayofAdventure and post it on YouTube, Instagram, and Facebook to show visitors various activities to do around the city. They could also add the videos to the city's Snapchat stories and link it to a tweet with a description of the activity and the campaign's hashtag.

Figure A: New Toulon Logo

Other print ads would have couples participating in daring activities around the city with the slogan and city name in the corner of the advertisement. These advertisements would be printed in travel and adventure magazines as well as regional and national health and lifestyle magazines. Banner advertisements would be placed on social media sites and other newspaper, blogs, and relevant websites to younger couples. These advertisements and social media posts would entice couples to visit Toulon and give them more information about where to visit and the overall character of the city.

For the young adventurers, the advertising campaign will be mainly focused on the adventure sports Toulon has to offer. They would add a rock climbing wall on the cliffs of the bay for adventurous tourists and residents to try. The videos and pictures target towards the millennials would show people parasailing, surfing, rock wall climbing, sail boating and more. Every few years the city could add another sport or adventurous attraction for the younger generations to try out, creating another reason for guests to keep coming back to Toulon.

Figure B: Young Adventurers Toulon Advertisement

To create a more romantic atmosphere for the experienced excursionists, Toulon would create a whole new fleet of ships and yachts which consumers could choose from and stay on for the duration of their visit instead of a mainland hotel. The ships would include different activities and restaurants as amenities for the guests staying on them and other ships and yachts within the same fleet. The yachts would have a more intimate feel for the couples staying on them. Both types of vessels would have luxuries interiors and include the option of various excursions for their passengers. Toulon would work with an existing yacht renting website, Sailogy, which will help provide ships to use as hotels. They also already have the technology set up to for people to find a yacht they want to use which will be helpful for Toulon. These new hostels would create a new market for the city and set it apart from other coastal towns along the Mediterranean coast.

Figure C: Experienced Excursionists Toulon Advertisement

Public Relations

Toulon would send out a media kit to various news stations, magazines, radio stations, and social media headquarters in the shape of a naval ship with various Toulon merchandise and information about the city included in the kit. Some stories that would be in the kit would include an exposé on the new rock climbing wall, the International Street Painting Festival, and the Women's Presence Festival. The media kit would also explain the new boating hotels for guests to try, Toulon could also start a "Toulon Summer Olympics" competition that would be held in the summer to engage more athletes. Some sports included would be surfing, beach volleyball, rock wall climbing, speed boat racing and more. This could also be included in the media kit being sent around the United States. These festivals are another event that people would want to see in Toulon. Couples would want to participate in the Olympics or create a portrait in the International Street Painting Festival and have their own experience in the fun festivals Toulon has to offer.

Outdoor

Outdoor advertising has a major advantage over other tactics, the element of surprise. This makes it impossible for potential consumers to avoid them while in transit. Consumers subconsciously read advertisements while traveling, taking in company logos with products. Many suburbs and cities have countless billboards and other signs which gives the cities plenty of options to choose to advertise from. With American couples always on the go during their daily life the possible exposure is limitless.

Billboards

Toulon would get its own set of billboards which it would place in various suburbs and metropolitan areas around the US. The timing and placement are critical to the success of the billboard as well as what is placed on each one. Toulon is a summer destination, so the billboards would be shown during the winter and spring to entice couples to visit somewhere with warmer weather for their vacation. Toulon's billboard will have a moving ship on it riding a wave back and forth. The water and ship would light up at night and in the waves the words, "A Bay of _____". The slogan can change with however the tourism department wants to brand the city in a certain location. For example, in more urban areas with younger couples the slogan would read, "A Bay of Adventure". In more suburban areas the billboard would state, "A Bay of Romance". Both target markets are active and would drive by the strategically placed signs often. The interesting billboards would generate buzz about Toulon and make more people interested in finding out about the city.

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<u>Digital Display Vehicles</u>

       This interactive truck would be driven in urban and suburban areas where each target market lives in the US. The vehicle would have several different screens on it which would play videos of footage of Toulon. The videos include branding for Toulon and information about the city. Consumers could walk up to the truck and click on the touch screens to see different views and activities around the city. As well as interactive videos, the drivers would have different merchandise to give out as well as pass out drinks and food samples native to Toulon for those who wanted to try it. The brand ambassadors who would be driving the truck could answer questions and give information on how guests could book their next trip to Toulon. The truck would travel to different festivals around the U.S. such as French festivals in Texas, Oklahoma, and Arkansas and the Food & Wine Classic in Colorado and the Naples Winter Wine Festival. This would attract the attention of consumers and create curiosity about visiting France. The interactive videos would give visitors to the booth insight on the layout of the city and tempt them to visit and see Toulon for themselves. For the figure below, the pictures go with the panels where the arrows are pointing.

Figure E: Back of Toulon Display Vehicle

Ravenna

IMC Tools

Advertising Campaign

Ravenna's new slogan would be, "Art and life combined" with mosaic graphics incorporated into all of their print and video advertisements. The tourism department would restore the city's social media accounts and incorporating the new slogan into all of the posts with the hashtag #ArtandLifeCombined. The print advertisements would be shown in art magazines and newsletters and well as major newspapers/websites such as USA Today and Buzzfeed. These ads would also be featured as banner ads on several websites that would be selected using consumer's previous web searches. There would

also be videos on YouTube on how to use the application and they would also highlight the different tourist attractions around the city. The tourist department would also post videos on how to create certain forms of art and videos of art being made around the city. They could post these video on their social media as well.

Figure F: New Ravenna Logo
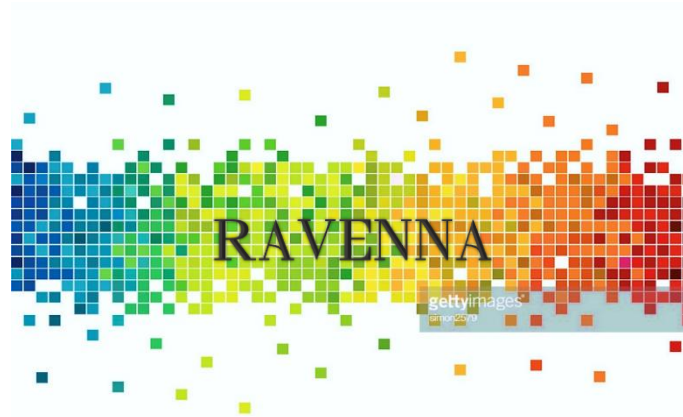
The tourism department for Ravenna would focus on marketing their new app for each target audience. They would also advertise to older generation that they have the same information found from the tours on their website and in various pamphlets if they preferred not to use technology on their trip. The application would use the person's GPS on their phone to know their location and give them information (both typed on their phone screens and an audio version) on each of the museums, pieces of art, landmarks which the guests passed. It would be programmed for the whole city so the visitors could walk anywhere and receive information about where they were like their own personalized tour of the city. When someone's trip has an element that is tailored to them, they feel special and want to either come back or share their experience with friends and family. These would generate more publicity and revenue for Ravenna in the future.

Below are the screens a visitor would see when they first opened the application on their

phone.

Figure G: Ravenna Application Screens
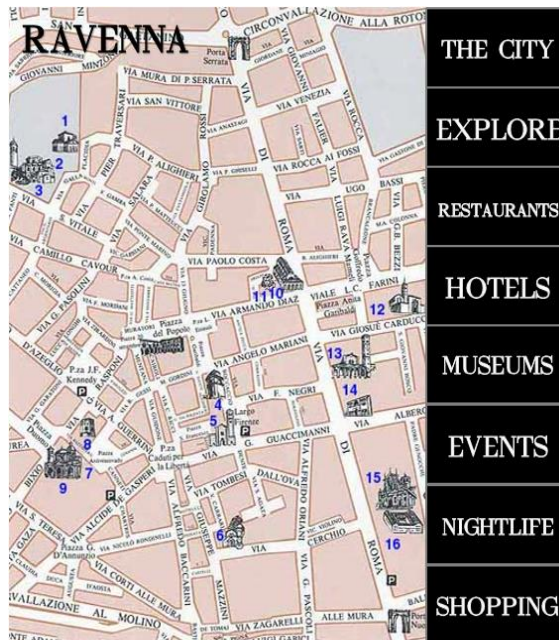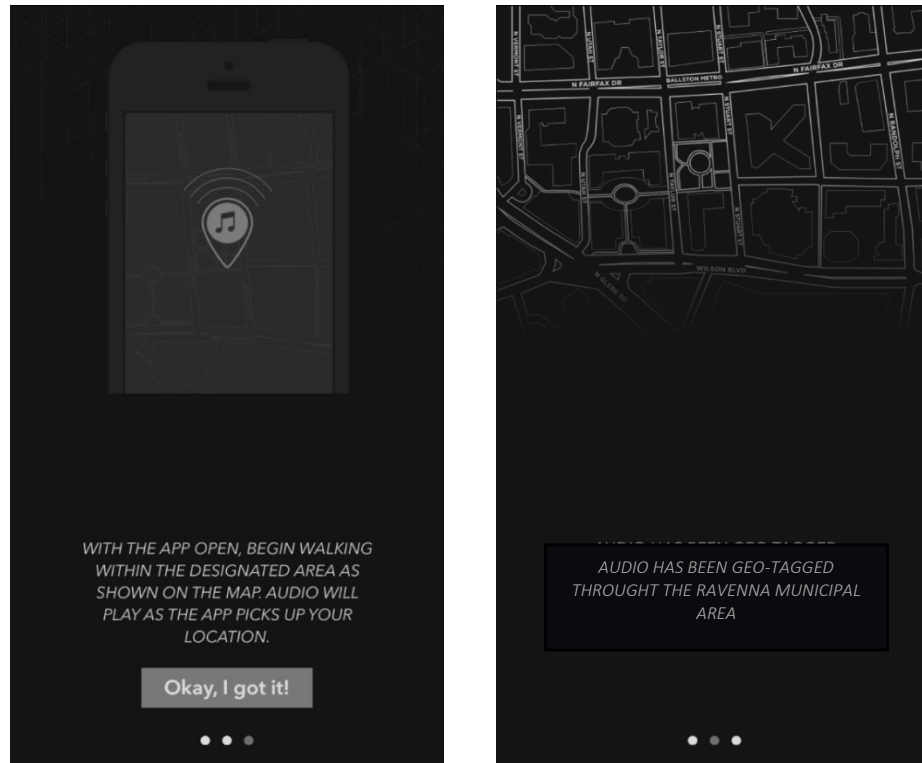
<u>Public Relations</u>

Public relations is a tool which helps promote good will between a company and its publics, community and employees. This is accomplished through a broad spectrum of activities that helps create a positive reputation for the organization (Arens 2015).

The Public Relations department for Ravenna would create media kits that also acted like mosaic kits for the news stations, radio stations, magazines, and social media headquarters to catch their eye and persuade them to mention Ravenna in one of their articles or shows. The media kit would also explain how Ravenna's new application worked as well as mention the interactive mobile cart (discussed below) traveling to various cities, music and art festivals to create excitement about the city. It would also have an article on the upcoming Ocean's 8 where the characters visit Ravenna for part of the plot. Other subjects the news outlets could report on would be different festivals in Ravenna as well as new tourist attractions opening there. These events would create buzz around the city and make more people want to visit.

Social Media

Facebook

Founded in 2004, Facebook's mission has been to create a sense of community around the world and keep people connected with their friends and the rest of the world (Facebook Newsroom, 2018). They have been successful in doing this by having more than 1.4 billion daily users and 2.13 billion monthly active users (Facebook Newsroom, 2018). The site uses the same algorithms as Instagram to recommend content for its users that they might take interest in. Toulon will be able to target their advertisements to the target market and use it to efficiently gain exposure to consumers. This makes it the

perfect platform to use to connect to Ravenna's target audience (Facebook Newsroom, 2018). It will be mentioned for every city as a form of social media due its high number of daily users and diverse set of users, with its second-largest demographic being individuals who are older than 55 (Sweney, 2018).

Ravenna can use this form of social media to post live videos of consumers using their phone application in museums as well as posting informational videos and pictures about the app and tourist destinations as well. The tourism department could also create a competition where their followers could win a free trip to Ravenna for tagging the most people on a post Ravenna added to its page. The city could also post updates and polls on their page to interact with their consumers. Facebook would be used to inform more customers about Ravenna's exciting destinations as well as how their new application works.

Outdoor

Mobile Cart

These carts would be waiting outside key metro stations and bus stops with free or discounted tea, coffee, and breakfast food from Italy to entice morning commuters to engage with the brand ambassadors. It could also be used to give out drink/Italian meal samples during the weekend while there was a festival or sporting event occurring. The cart would have a screen on the top which would be playing an informative video about Ravenna on it as well as a QR code to direct the people who stopped to interact with the app. The screen would also act as a billboard for those who did not stop at the cart. There would be a hashtag for people to use if they took a picture of their encounter which give

Ravenna more exposure on social media. This cart would interact with potential guests and make them curious about Ravenna as well as create a positive experience of the city by giving them a free breakfast or meal.

Figure H: Ravenna Mobile Cart

Product Placement

In 2018, product placements are constantly in movies, at sporting events, or even with favorite public figures. This creates opportunities for companies to be associated with that certain film, event, or individual. If a celebrity that is idolized and is seen visiting one of the three cities other individuals would want to be like the celebrity and explore them as well. By being associated with the right popular events and personalities awareness of Toulon, Ravenna, and Linz will increase dramatically.

<u>Ocean's 8</u>

Ravenna could be one of the setting for a new movie coming out, such as Ocean's 8 which has many well-known actresses staring in it. Ocean's 8 is one of the most anticipated films of the summer among all generations and is based on Ocean's 11 which is known for its great plot lines and interesting settings for the characters' heists. Along with the exposure Ravenna would get from viewers watching the film, the actresses would also post about their time there while filming which would generate more interest in the destination.

Linz

IMC Tools

Advertising Campaign

Linz's new advertising slogan would be, "Travel in the past, present, and future" to entice couples who like history and want a more modern experience. The hashtag it would use on all of its social media would be #PastPresentFuture. Linz would post historical videos that talk about the city's history and tie it into a modern-day tourist attraction. Most of its print advertisements would focus on the ancient and modern architecture/tourist destinations and would be seen travel & adventure magazines as well as national and regional health and lifestyle media outlets. They would update their website to accentuate the various neighborhoods of the city which have different types of architecture. This design would be based off of New York City Tourism's current website, a picture of this can be found below. There would also be a few other additional advertisements created for the younger generations which would focus on the modern

architecture and upcoming music and art festivals to attend. There would be banner

advertisements on social media and websites relevant to the young adventurer's target

audience such as Buzzfeed and online newspapers. These advertisements show how Linz

has the best of both modern and historical tourist destinations and intrigue consumers to

see the diverse places for themselves.
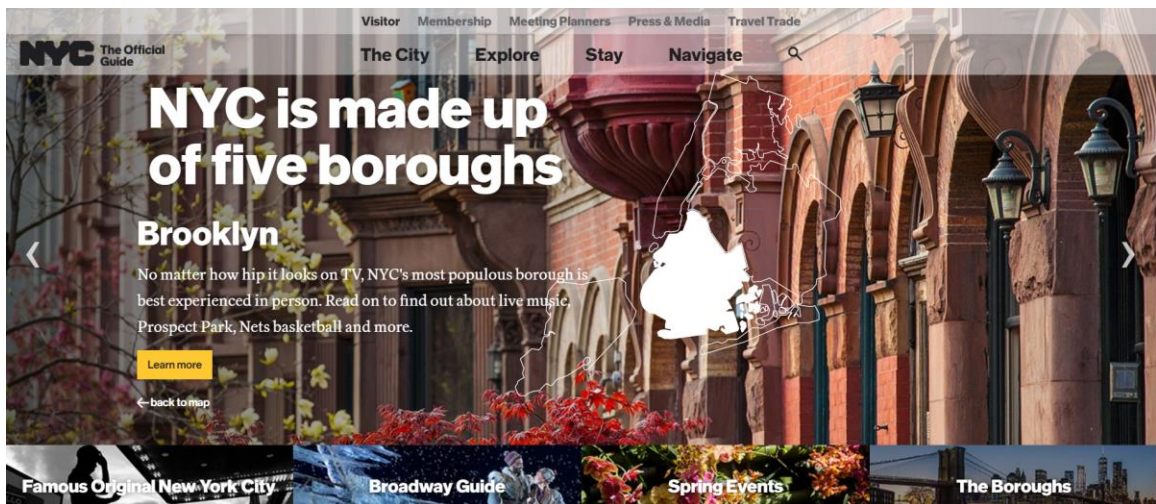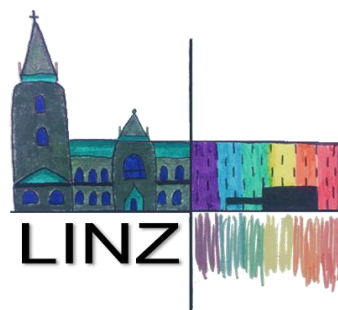
Figure I: New York City Website Example

Figure J: New Linz Logo

Public Relations

Each year Linz would ask some of its artists to donate art to the Global Art

Agency, Ltd (GAA). This organization auctions off pieces of artwork and donates the

money to different charities around the globe such as Doctors Without Borders/MSF and the 'Save Blessing Child Home' in Kathmandu (globalartagency.com). The charities this organization donates to are popular in the United States which promotes good will towards Linz when Americans notice they help GAA bring resources and money to charities around the world. Linz would focus on their annual donation to the Global Art Agency and the city would set aside a week in April when the community would come together and do charitable acts, then at the end of the week there would be a huge festival with a cook off, live music, and different food vendors to celebrate their week. Using this event and donation, the public relations team could write a news release and send it to local newspapers, magazines, and post the story on their social media sites for people to read. Both stories connect to American citizens, the charity week shows the great sense of community of Linz while giving readers a festival to try to visit.

Outdoor

<u>Projection on Buildings</u>

The tourist department will project the lights from one of the buildings in Kansas City, Linz's sister city, and other various buildings in other municipalities so they look like the Lentos Museum of Modern Art. In the middle of the building it will say, "Lentos Museum of Modern Art– Linz, Austria". The building would also change colors similar to the actual art museum. This will catch citizens eyes and drivers passing by would be curious why the building was lit up and search where Linz was in Austria. The projection would give Linz more exposure and spark intrigue for the Museum of Modern Art and its native city. Some diagrams of how these buildings would look are below.

Figure K: Example of a Projection

Figure L: Picture of Lentos Museum

Figure M: Projection Design

LENTOS MUSEUM
OF
MODERN ART
LINZ, AUSTRIA

Digital Display Truck

     The digital display truck would drive to urban and suburban areas in the United

States and the exterior of it would have interactive screens that show footage of Linz. The

vehicle would park on busy streets where viewers could walk up to it and use the touch

screens to learn more about Linz. The bus would go to different festivals where the target

audience would attend. There are not any popular Austrian events, but several German

ones which would have the same type of audience that would travel to Austria. Some

festivals the truck could attend are German Fest in Milwaukee and the Reading

Leiderkranz Oktoberfest in Pennsylvania. The drivers would also be brand ambassadors

and give away promotional items along with food and drink samples native to Linz. They

would be able to answer any questions about the city and help consumers with the

screens or even book flights. The truck would attraction people walking by and inform

them about Linz and make them curious about the city. The interactive videos would

show visitors the layout of the city and accentuate how diverse its architecture is which

would entice people to visit.

<u>Figure N: Linz Display Vehicle</u>

Sponsored Event
<u>Traveling Art Exhibit</u>

Linz could pick art pieces original to the city and create a special art exhibit to

travel around the United States. The art exhibit would travel to different cities which their

target markets inhabited so people would feel a connection to the city when they went to

see the displays created in Linz. The art would also have information about the artist and

inspiration behind the painting which would give viewers insight into the character of the

city and its resident artists. The art would both intrigue the target audience to want to

travel to the city and showcase the powerful art that Linz has to offer.

Chapter 12: Young Adventurers' Tactics

Toulon

IMC Tools

Interactive

Interactive advertising is a when an organization intermingles with their target market using a representative of the company. This tool is beneficial because it gives consumers a face to the company they are communicating with and gives them an outlet to voice their opinions (Arens, 2015).

Toulon could also set up a Facebook or Instagram competition where their viewers could win a free trip to the city. Their followers would have to like the competition photo, follow the page, tag their friends, and comment their favorite spot in Toulon to enter to win. This would add more follows to Toulon's social media and create more impressions on the city. The tourism department could also focus on where consumers state their favorite spot is and try to enhance that section of the city so more people want to visit.

Another easy interactive tactic to create on Facebook would be to create a Buzzfeed quiz for its friends to take on which sporting activity they are based on their answers about traveling habits and general personality traits. This would inform viewers about different sport they could try in Toulon and is a fun way to create buzz about Toulon. Many Facebook users love taking these quizzes and sharing them would generate more impressions for the city.

Endorsement

Celebrity Surfer Endorsement

Toulon would endorse and ask surfer John John Florence to visit for a week. John John Florence is an American surfer born in Hawaii who is known as "One of the most dominant Pipe surfers of his era" (Mull, 2015) and won the World Surf League in 2016 (worldsurfleague.com, 2018). During his week abroad, he would visit and surf in Toulon's Bay as well as do other activities around the city. He would post about his experience on all his social media platforms which would expose his 1.1 million Instagram, Snapchat, and Facebook followers to the city.

Figure O: John John Florence Wearing Toulon Surfing Gear

Social Media

Social media is the future of advertising. Each city can showcase different facets of their identities across its social media accounts on Instagram, Snapchat, Facebook, etc. Most of this target market is millennials who are the largest users of social media.

Engaging with these users at such an early stage in their life with their growing salaries and desire for travel is strategic to create loyal customers for their entire lifetime.

Instagram

Instagram has become one of the most popular social media phone applications of millennials generating over 700 million users globally (Constine, 2017). The app provides the platform for Toulon, Ravenna, and Linz to use algorithms to advertise the different aspects of each of their cities. The algorithms of Instagram use past 'like' history of users in order to recommend content he or she may be interested in. Instagram ads can be purchased for a $5 CPM, compared to $10 to that of Facebook (Lacy, 2017). Instagram also boasts a higher interactivity rate than any other social media app and offers the ability to specify target demographics (Lacy, 2017).

With Instagram, Toulon could post a video of some of its guests' rock climbing on the new wall at its famous bay or exploring one of the many navy ships. Toulon could use it to post about different events and festivals the city hosts as well. Through Instagram Toulon could also conduct different competitions and the prize could be a free couple's trip. The tourism department could also conduct a survey on its story asking its followers what they would want to visit when they explored Toulon. This would help find out what guests want to see when they tour the city and create a more personalized advertising campaign for the current and future visitors. Any way Instagram is used it is an easy way for the target market to see what's happening with Toulon and interact with its account on a personal level.

Snapchat

Snapchat has established itself as one of the "must have" applications for younger generations. It is used daily and is now used has a place to read the news, shop, and keep with pop culture. The app features sponsored content in these stories which exposes millions of users to a company's brand. Breathtaking videos of each city as well as an exposé on activities to do in Ravenna, Toulon, and Linz would entice consumers to visit the cities. Another way to maximize exposure is through Snapchat's filters. Users are constantly checking the available filters and would see the animations or logos associated with the cities dozens of times throughout 24 hours advertisements window for the towns. Snapchat allows organizations to choose when and where to place the filter, giving each city the opportunity to advertise to the select target audience.

Toulon's filter would be a ship at the top and when the user opened their mouth a wave would move the boat to the bottom of the screen and it would look like it went over the consumer's face. The campaign's slogan, "A Bay of Adventure" would also be at the bottom of the filter. Toulon's story would capitalize on all the outdoor activities couples can do together such as the walking travel, beach, exploring the naval ships, and rock climbing. Guests would also have their own "Toulon Story" they could add their videos and photos to which would help other tourists see what they want to visit. This is an interactive way to get consumers excited about Toulon and personalize their visit to the city. They could also look up the hashtag and then start to follow Toulon's other social media platforms.

Figure P: Toulon Snapchat Filter Progression
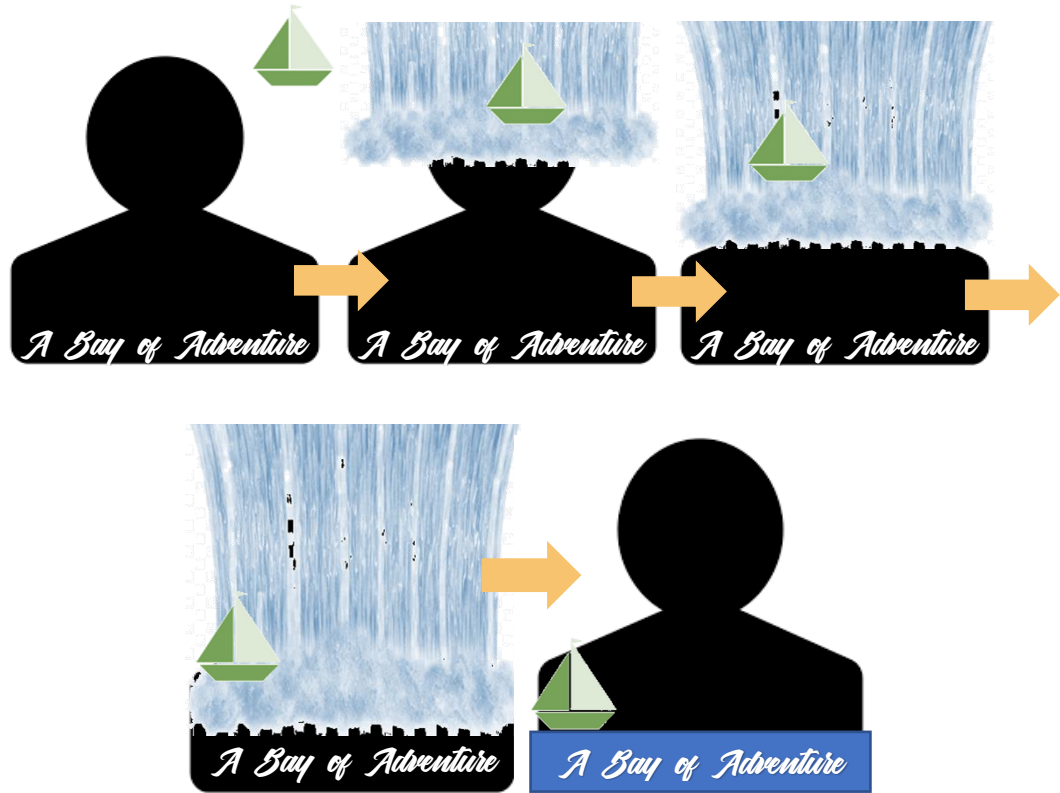
Product Placement

"Travel Insider" Video

Toulon would invite "Travel Insider" team member Abby Narishkin to visit the city and create a video about Toulon for the company's blog. "Travel Insider" is a News/Media company which specializes in creating different videos on food, and travel destinations with almost seven million likes on its travel Facebook page alone (Sweney, 2018). Many people watch their videos and share them on their Facebook pages so the video would get thousands of views and impressions. During the video Abby could visit various tourist destinations and restaurants unique to Toulon such as visiting the Naval Port, swimming in the city's famous Bay and dining at different restaurants found

throughout the city. The video would give great exposure to the city and show viewers all of the different activities Toulon has to offer.

Outdoor

Interactive screen in airports

 To intrigue travelers flying around the United States, Linz would set up a screen and face detectors which would run along the entire wall next to the moving walkways. The sensors would pick up when people were on the walkway and creating a clip of them doing some adventure activity with Toulon in the background. People who were not on the walkways could also interact with them. This guerilla marketing would surprise consumers in the airport and give the city publicity. The advertisement would intrigue people to learn more information about Toulon while informing them about some of the activities they would be able to do when there. Below is how the screen would look. The person could move the sailboat and parasailer if they wished.

Figure Q: Toulon Interactive Airport Screen

Ravenna

IMC Tools

Interactive

Ravenna could set up a booth at art and music festivals. The booth would have promotional giveaways, a place to create a mosaic, and the opportunity to use virtual glasses which would give the consumers a chance to see a 360-degree view of the city. This gives potential visitors a glimpse into what they could see. Brand ambassadors would be at the booth helping consumers with creating their mosaics and giving them information about Ravenna which would generate interest in traveling to the destination.

Endorsement

Blogger Endorsement

Halley Elefante, aka "The Salty Blonde", was born in New York and currently lives in Oahu, Hawaii and is an Instagram blogger. She has roughly 480,000 followers and her posts are usually focused on the beach she is visiting at the moment or her outfit of the day. She is a famous Instagram model so if Toulon invited to visit Ravenna she would post about her visit there and create buzz about the city. She could add stories on Instagram of her using the Art Museum application and talk about how easy it is to use and generate excitement about using the app. She could also take over Ravenna's Instagram, Snapchat, and Facebook for the day and help gain more followers for the social media platforms. She is known for her cool aesthetic and would help to brand the city as an exciting and exotic Italian city to visit. The figure below is one of her posts from her visit to Paris, she had almost eight-teen thousand likes for just one of her photos

she posted while there. This would be similar to the posts she would make while visiting

Ravenna.

Social Media

Instagram

Using Instagram Ravenna could post stories of couples using its phone

application and show the different ways the app could be used to help tourists navigate

the city. Instagram could also be used to post photos of the different tourist destinations

and museums around the city. Surveys could also be conducted on the stories asking

consumers their preferences of different places to eat and visit around the city or if

followers wanted to see more of one part of the city on Ravenna's social media. This

would make the city's viewers more invested and involved in what they see on the city's

social media pages. The Instagram posts would help inform their followers how to use

the new application and feel more connected with Ravenna which will encourage them to

visit the destination.

Linz

IMC Tools

Interactive

Some interactive tools that Linz could capitalize on would be setting up their display vehicle at various music and art festivals. Many millennials like to attend different concerts and events and they also like free giveaways as well, so the display would reach a wide audience and have a positive effect on people's perceptions of the city. While the consumers where looking at the truck, the brand ambassadors could talk to them about the different places to visit in Linz or explain the different forms of architecture found there. This would position Linz as an innovative city as well as inform future guests about the many attributes of the city.

Endorsements

A Celebrity Couple

The cities can choose any couple they would like to represent them, but one choice for a couple would be Miley Cyrus and Liam Hemsworth. Miley is a singer and actress while her fiancé Liam is an actor. They are both adventurous and well known to many millennials. They represent a couple with no kids who like to travel and try new things. By gifting them with a free trip to Linz and letting them control the city's social media for a day of their trip any of the municipalities would gain valuable exposure to their target audience.

Social Media

<u>YouTube</u>

      YouTube was founded on the freedoms of expression, information, opportunity, and the freedom to belong (*39 Fascinating and Incredible Youtube Statistics*, 2018). Using these core values, the site has grown tremendously since its founding in 2005(*39 Fascinating and Incredible Youtube Statistics*, 2018). With research showing that eight out of 10 18-49-year-olds watch YouTube and time people spent watching its videos increased by 74% in 2015 it is important to businesses and cities like Linz to use the platform to reach their target markets (*39 Fascinating and Incredible Youtube Statistics*, 2018). This type of advertising is likely to increase because it is predicted half of viewers under 32 will not subscribe to a pay TV service by 2025 (*39 Fascinating and Incredible Youtube Statistics*, 2018). This makes it crucial for Linz to start using the site now to start branding itself (*39 Fascinating and Incredible Youtube Statistics*, 2018).

      Linz would use YouTube by creating short videos around the city which would explore the different sections visitors would see if they visited. The city has such diverse architecture and traditions the tourism department would never run out of material. Other types of videos they would include would be interviews of locals giving advice on where to visit and videos of new buildings being finished for visitors to explore. The videos would always have the same host to tie the segments together. These videos would keep the viewers informed and interested in Linz while showing all the different facets of the area.

The Snapchat filter for Linz would have the Ars Electronica in the bottom left hand corner with the "Linz" right next to it on the bottom. When the user lifted their eyebrows, the building would change colors and then change into the Château de Linz with the person's bit emoji in its tower. Linz's story would focus on the two different sides of the city and all the modern art couples could visit during their visit. Below is how the filter would look when in use.

Figure S: Linz Snapchat Filter Progression

Chapter 13: Experienced Excursionists Tactics

Toulon

IMC Tools

Interactive

An interactive tactic Toulon could incorporate into their campaign would be setting up a booth at major sailing/adventure sporting events. The booth would have promotional giveaways as well as an opportunity to use virtual glasses which would give the consumers a chance to see a 360-degree view of the city. Along with the glasses there would be interactive screens, similar to the Display Vehicle's exterior, which people could touch and pick out different spots around the city to explore. This gives potential visitors a glimpse into what they could see. There would also be brand ambassadors at the booth helping consumers with booking flights and giving them information about Toulon which would generate more people traveling to the area.

Sponsorship

American's Cup

To appeal to those interested in sailing, Toulon could sponsor American's Cup, a yacht racing competition. This race gets mainstream television coverage (*Top Sailing Yacht Racing…,* 2018) and is held on the Great Sound in Bermuda at the Royal Navy Dockyard (*American's Cup,* 2018). Sailboat races similar to these interests the top tier target audience for Linz. It is an easy way to gain exposure to its potential guests and

brands the city as an exclusive destination based on the type of sporting event it is sponsoring.

Social Media

<u>Facebook</u>

Using Facebook, Toulon can post pictures and videos of activities to do around the city for anyone who likes its page to view. The page can also have information and links to the website advising guests on what to visit and where to stay. The tourism department can also post polls and competitions on the page to interact with users and gain feedback to improve the services offered to visitors. The Buzzfeed quiz and the "Inside Traveler" video which were mentioned above can also be shared to the page for consumers to take/view and share with their peers. This form of social media is useful to inform potential guests about the city as well as creates a relaxing location for the tourism department to interact with visitors.

Endorsements/Product Placement

<u>Partnership with Red Bull</u>

Toulon wants to brand itself as a location for exciting adventure sports therefore partnering with Red Bull would greatly benefit the city. Red Bull is known for being linked to exciting events and if Toulon partnered with them consumers would also associate it with those activities as well (*Red Bull Gives You Wings,* 2018). Red Bull could host several of their sporting events in Toulon in exchange for free publicity on the Red Bull website or screen time if the competitions are televised. Red Bull also created

the "Can You Make It" race in which 200 teams of two start in various places in Europe and must get to Amsterdam only paying for food and transportation with cans of Red Bull and Toulon could be one of the participating cities (*Red Bull Gives You Wings,* 2018).

Ravenna

IMC Tools

Interactive

Ravenna would also create a Facebook/Instagram competition where their viewers could win a free trip to the city. Their followers would have to like the competition photo, follow the page, tag their friends, and take a screenshot of them signing up for Ravenna's phone application. This would add more follows to Ravenna's social media and create more impressions on the city. It would also create an account for the application which gives the tourism department their email address to send them more promotions along with the consumers being able to explore the app even if they have not visited Ravenna. The visually appealing advertisements and videos of Ravenna would tempt the city's followers to visit.

Outdoor

Race Across America

Ravenna could post banners around the racing routes of one of the biggest cycling competitions in the US: Race Across America. The city could also sponsor tuk-tuk bikes to take watchers along the route. The bikes would have the city's logo and mosaics on the

font as well as the QR code they could use on the phone application. This would give positive exposure to consumers who use the service and see the banners when they wait for the cyclists. The picture below is what the race would look like with Ravenna's logo on the banners just above the cyclists.

Figure T: Race Across America Banners

Endorsements/Product Placement

Setting from a famous author

One way to gain publicity for the city would be to partner with Dan Brown and have him add Ravenna as one of his settings for his future book. He is the author of *Angels and Demons* as well as *The Davinci Code.* Most of his books have also been produced into movies too which would gain buzz and promote the city. This product placement would reach a wide audience and having him write in the city to his book would be a non-invasive way advertise for the city.

Linz

IMC Tools

Interactive

One way to inform consumers about Linz would be to conduct different art classes at country clubs and community centers which teach the target audience various methods to be creative as well as talk about the destination. The classes could also include drinks and food native to Linz and have a brief history of the art method which tied it back to Linz at the beginning of the session. This would create an entertaining activity for the experienced excursionists while teaching them about Linz's culture. These classes would gain exposure for the city has well as inform Americans about Linz.

Sponsorship

Linz would sponsor the radio show/podcast, "This American Life" which reaches over 2.2 million listeners each week on over 500 public radio stations (thisamericanlife.org). They also have 2.5 million people downloading their episodes as podcasts and are usually one of the top five podcasts on iTunes (thisamericanlife.org). During commercial breaks, or before each podcast the host would talk about the city for a minute and describe the location to entice listeners to visit. This would link Linz to a respectable radio show and gain thousands of new potential guests who heard about the city through the show.

Social Media

<u>Facebook</u>

Facebook is a useful form of social media which Linz will use to broadcast live videos of current events happening in the city. Linz can also use it to post pictures of different events the city sponsors and updating users on its charity events and the location of its traveling art exhibit. The site will also be used to inform consumers of activities to do around the city and give suggestions of where to stay and eat. It is also a great platform to engage with visitors and receive their feedback of their travels to Linz.

Chapter 14: Controls

There are several ways to evaluate the success of the marketing communication strategies. Some annual tests the tourist department of each city can use return on sales (ROS) which evaluates the net income as a percent of sales revenues and take the Category Development Index which measures the degree of which sales have captured the total market potential in a geographical area (Chernev, 2014). This would help decide whether the communications strategies have helped to increase tourism by 3%. The tourism departments could also analyze the consumer equity or the value customers are likely to make for the city while they visit the city (Chernev, 2014). These tests would evaluate the success of each campaign in the long term.

Researchers for each department could also calculate the click through rates, gross impressions, page views, and unique visitors for each website and social media platform. These would measure the amount of people visiting and interacting with each form of media (Parente &Strausbaugh-Hutchinson, 2014). They could also evaluate each consumer's average time spent on a website to see how long they interacted with the city's information (Parente &Strausbaugh-Hutchinson, 2014). The gross rating points should also be found which would show the total weight of the media schedule during a certain time period (Parente &Strausbaugh-Hutchinson, 2014). All of these tests would be important to find the value of the online media and tactics of the campaign.

Conceptual tests also a way to measure the effectiveness of a marketing communications campaign. They consist of conducting focus groups, one-on-one interviews, and mall intercepts (Parente &Strausbaugh-Hutchinson, 2014). This qualitative form of testing shows the marketing team how strong their message resonated

with their intended audience (Parente &Strausbaugh-Hutchinson, 2014). The subjects of the tests must be representative of the target market and can easily communicate how they were affected by the communications strategy (Parente &Strausbaugh-Hutchinson, 2014). They could show if the campaign was helping the city reach its goal of gaining 2% market share in their perspective country's travel industries. These tests would be administered at the end or halfway mark of an advertising campaign.

Other tests that could be administered every six months or found out by surveying the guests after they visit would be the cities' market shares compared to other municipalities in their general vicinity. An organization's market share is its portion of the total sales of all of the offerings within the service's category in which the city competes (Chernev, 2014). Other tests to administer would be the Brand Development Index which would measure the degree to which the sales of a given offering has captured the total market potential. To figure this out consumers could be asked questions on how the city is positioned in their mind compared to other surrounding cities. Some different metrics that could also be found using a survey would be a guest's future purchase intent, their product/service satisfaction, the city's brand equity, and their service preferences since visiting the city (Chernev, 2014). All of these tests would show how successful the marketing strategies were and whether or not they helped to rebrand each of the cities in the target markets' minds.

When specifically evaluating Toulon, a survey will be given to guests when they leave which will ask about their stay, how they would change their visit, and how the campaign affected their decision to come to the city. This will help Toulon improve the experiences of future guests and find out the efficiency of its marketing communications

strategy. The cpms and click through rates will also be examined every month to see how successful its social media campaigns are with the target market. To find out Toulon's market share, they will count approximately how many people visit France overall and compare to that number how many people visit Toulon.

Ravenna will use the Brand Development Index every 6 months to evaluate if the marketing strategy has been able to capture the total market potential in southern Italy. To evaluate the success of the new phone application, Ravenna will analyze the amount of people downloading the app every six months, as well as how long it stays downloaded on each guest's phone. Finally, Ravenna will keep track of its annual number of visitors and what sites they see when they come to the city through exit surveys.

Linz will analyze its new webpage views and number of unique visitors every quarter to see how many people look at its website. The length of each visit to the site would also be recorded and compared to how long the target audience stayed on website to show if the new update did, in fact, draw more consumers. Linz will also evaluate its market share using the total number of people traveling to Austria and comparing it specifically to the people who traveled to Linz.

Conclusion

As travel is becoming more popular among couples, it is important to track their vacationing trends. Smaller cities must use these trends to enhance their communicating skills to build the brand they want to give their location. With this in mind, smaller cities must be mindful that couples choose to visit their municipalities for many different reasons, not just city size. Other major components of where couples go is how safe they would be when they visited the city and the character of the location. Guests want to visit places where they can experience a once-in-a-lifetime trip personalized to their likes and wants. They want to travel to an exotic location without spending all of their savings as well.

When looking at the various advertising campaigns, it can be seen in several cities, such as Paris and Linz, that they have utilized these trends before their competitors and have already created personalized and thought-provoking marketing campaigns for their target audiences. Other cities such as Rome and Ravenna need to update their current marketing strategies and communicate their brands more effectively to their target audiences. The three new marketing communications strategies used past experience from Toulon, Ravenna, and Linz and were created to build on each city's strengths use new technology and connect with American guest.

This paper has shown that through the unique experiences along with safety given by less traveled cities, North American couples are visiting smaller cities in Europe. Future tourism departments can use this research and marketing communication strategies to create innovative advertising tactics to create lasting relationships with possible visitors.

Appendix

Figure 11: Interview Questions
1. How long have you been traveling together?
2. What cities have you visited?
3. What was your favorite city in Europe that you visited?
4. On the flip side, what was your least favorite city in Europe that you visited?
5. Are you planning on traveling overseas soon? If so, where are you planning on vacationing next?
6. What factors do you consider when you plan your next trip? i.e. travel deals, big cities vs. small cities, language barriers, etc.
7. How do you decide if you visit a well-known/large city or lesser known town?
8. Is there anything that would sway you to visit smaller cities?
9. Does any type of travel marketing affect your decision? If so what kind?
10. Where would you suggest other couples vacation in Europe?
11. Do you have a list of places you still want to visit overseas?
    a. Why did you choose these locations?
12. What are some traveling trips you have for others going to Europe?
13. What is your favorite thing about vacationing in European countries?

Figure 12: Survey Questions

For the following questions, the participants would only get asked one of the questions which would be picked randomly:

1. How likely are you to travel to a quaint, inconspicuous European city with a more unique experience?
   Not likely   Very likely
         1   2   3   4   5

2. How likely are you to travel to a quaint, inconspicuous European city with many tourist attractions and activities?
   Not likely   Very likely
         1   2   3   4   5

3. How likely are you to travel to a quaint, inconspicuous European city with a more relaxing experience?
   Not likely   Very likely
         1   2   3   4   5

4. How likely are you to travel to a quaint, inconspicuous European city that your friends have visited?
   Not likely   Very likely
         1   2   3   4   5

5. How likely are you to travel to a quaint, inconspicuous European city?
   Not likely   Very likely
         1   2   3   4   5

Please rate which type of city you would rather visit:

	Smaller/Unique					Larger/Tourist-Oriented	
	1	2	3	4	5	6	7
	○	○	○	○	○	○	○

Consider your last European vacation, how important are the following factors when researching a city to visit?

	Not Important: 1	2	3	4	5	6	Very Important: 7
Setting in a book/movie	○	○	○	○	○	○	○
Advertisements/Commercials	○	○	○	○	○	○	○
Social Media	○	○	○	○	○	○	○
Discounts on airfare or hotels	○	○	○	○	○	○	○
Friends/family connection	○	○	○	○	○	○	○
Festivals/Concerts	○	○	○	○	○	○	○
Celebrity Endorsements	○	○	○	○	○	○	○

Are there any other comments on your traveling experiences you would like to share?

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How adventurous do you consider yourself?

	Not Adventurous						Very Adventurous
	1	2	3	4	5	6	7
	○	○	○	○	○	○	○

How interested are you in history or museums?

	Not Interested						Very Interested
	1	2	3	4	5	6	7
	○	○	○	○	○	○	○

How stressful is your daily life?

	Not Stressful						Very Stressful
	1	2	3	4	5	6	7
	○	○	○	○	○	○	○

Are you male or female?
- ○ Male
- ○ Female

Please pick your age range:
- ○ 20-30
- ○ 31-40
- ○ 41-50
- ○ 51-60
- ○ 61+

What's your highest degree of education?
- ○ Some college, no degree
- ○ Associate's degree
- ○ Bachelor's degree
- ○ Master's degree
- ○ Doctorate's degree

How many people live in your household right now?

[   ]

Please pick your annual household income:
- ○ 40,000-60,000
- ○ 60,001-80,000
- ○ 80,001-100,000
- ○ 100,001-120,000
- ○ 120,000+

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