

Marketing Mix of
Circular Services
Module 4 – Training material

LEAD PARTNER

PARTNERS



INTRODUCTION AND OBJECTIVE

With circular products and services in place as a result of other modules of this training, energy, business model innovation and design thinking, now it's time to get some information on how you can proceed with marketing those circular products and services. The aim here is to help you learn how to apply the PDCA method from marketing perspective.

Please have in mind that a product or service should have been chosen and

changed to a circular one in previous modules. In other words, in marketing module, the effort should not be focused on identifying which product or service to choose. Instead, the focus should be on how to market the circular product or service. The marketing module's task is to market a circular-based product and service. All of your products or services of might not be circular and they can be marketed using traditional marketing ways.

THEME CIRCULAR ECONOMY – MARKETING PERSPECTIVE

Today, the impact of tourism on the environment is considerable and poses a challenge to transit towards implementing a circular tourism economy. This transit towards CE is a fundamental shift in thinking about how tourism businesses operate.

Some companies may also think of the circular economy as taking societal responsibility. However, it is for the best of consumers and the business that the marketing approach changes to a circular one.

Here marketing plays a major role in the economy. Within the tourism business a lot of effort is put into developing current marketing concept as well as strategic marketing planning for the future.



THEME CIRCULAR ECONOMY – MARKETING PERSPECTIVE

As shown in Figure 1, the societal marketing concept considers the future welfare of consumers and the strategic planning concept considers company needs in the future, while the circular economy marketing concept considers both. It requires a comprehensive look at the design of radically alternative solutions, over

the entire life cycles of products and services. It is thus not a "more of the same" approach, calling only for increased implementation of "green" technologies. It also requires considerations regarding the interactions between the environment, society and the economy in which the processes are embedded.

In this way, the regeneration becomes an improvement of the entire model of living as well as economic model compared to previous business-as-usual economy and resource management (where regeneration is focused on material or energy recovery).

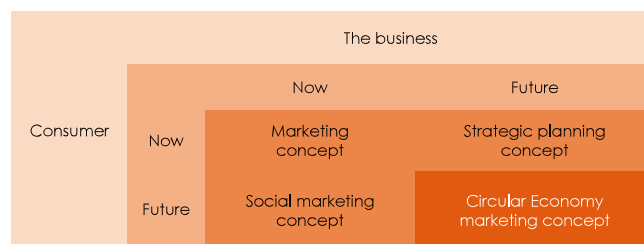


Figure 1. Towards Circular Economy marketing concept (Adapted from Kotler, Armstrong & Parmetn, 2016)



MARKETING KEYWORDS 7PS OF MARKETING MIX

There are marketing key words that are worth referring before reading the text below.

Product: The product in service marketing mix is intangible in nature. the marketer must do an extensive research on the life cycle of the service that they are creating. Marketers must ask themselves the question "what can I do to offer a better product to this group of people than my competitors".

- What does the client want from the service or product?
- How will the customer use it?
- Where will the client use it?
- What features must the product have to meet the client's needs?
- Are there any necessary features that you missed out?
- Are you creating features that are not needed by the client?
- What's the name of the product?
- Does it have a catchy name?
- What are the sizes or colors available?
- How is the product different from the products of your competitors?
- What does the product look like?

People: Stakeholders (Customers, target market, employees, etc.). It is important to discover whether there are enough people in your target market that is in demand for certain types of products and services.

The company's employees are important in marketing because they are the ones who deliver the service. It is important to hire and train the right people to deliver superior service to the clients, whether they run a support desk, customer service, copywriters, programmers...etc.

Place: Place in case of services determine where is the service going to be located. This comes with a deep understanding of your target market. Understanding of target market, will give the most efficient positioning and distribution channels that directly speak with market.

There are many distribution strategies, including:

- Intensive distribution
- Exclusive distribution
- Selective distribution
- Franchising

Here are some of the questions that you should answer in developing your distribution strategy:

- Where do your clients look for your service or product?
- What kind of stores do potential clients go to? Do they shop in a mall, in a regular brick and mortar store, in the supermarket, or online?
- How do you access the different distribution channels?
- How is your distribution strategy different from your competitors?
- Do you need a strong sales force?
- Do you need to attend trade fairs?
- Do you need to sell in an online store?

Promotion: Promotion is a very important component of marketing as it can boost brand recognition and sales. It shows, what needs to be done to promote the new service. (Social media marketing, digital marketing, branding, etc.)

- Sales Organization
- Public Relations: communications that are typically not paid for. Press releases, exhibitions, sponsorship deals, seminars, conferences, and events
- Advertising: communication methods that are paid for like television advertisements, radio commercials, print media, and internet advertisements.
- Sales Promotion

Word of mouth is also a type of product promotion. Word of mouth is an informal communication about the benefits of the product by satisfied customers and ordinary individuals. The sales staff plays a very important role in public relations and word of mouth.

- How can you send marketing messages to your potential buyers?
- When is the best time to promote your product?
- Will you reach your potential audience and buyers through television ads?
- Is it best to use the social media in promoting the product?
- What is the promotion strategy of your competitors?



Pricing: Pricing for the service and experience rather than the product. When setting the product price, marketers should consider the perceived value that the product offers. There are three major pricing strategies, and these are: Market penetration pricing, Market skimming pricing, and neutral pricing.

Steps in pricing:

- Selecting the pricing objective
- Determining demand
- Estimating costs
- Analyzing competitors' costs, prices, and offers
- Selecting a pricing method
 - Market penetration method
 - Value pricing
- Selecting final price

Here are some of the important questions that you should ask yourself when you are setting the product price:

- How much did it cost you to produce the product?
- What is the customers' perceived product value?
- Do you think that the slight price decrease could significantly increase your market share?
- Can the current price of the product keep up with the price of the product's competitors?

Process: Service process is the way in which a service is prepared and delivered to the end customer. It is also a critical component in the service blueprint, wherein before establishing the service, the company defines exactly what should be the process of the service product reaching the end customer.

So, you have to make sure that you have a well-tailored process in place to minimize costs. It could be your entire sales funnel, a pay system, distribution system and other systematic procedures and steps to ensure a working business that is running effectively

Physical evidence: Services are intangible in nature. However, to create some tangible elements are also delivered with the service. It also pertains to how a business and its products are perceived in the marketplace.

It is the physical evidence of a business' presence and establishment. A concept of this is 'branding'. For example, when you think of "fast food", you think of McDonalds.

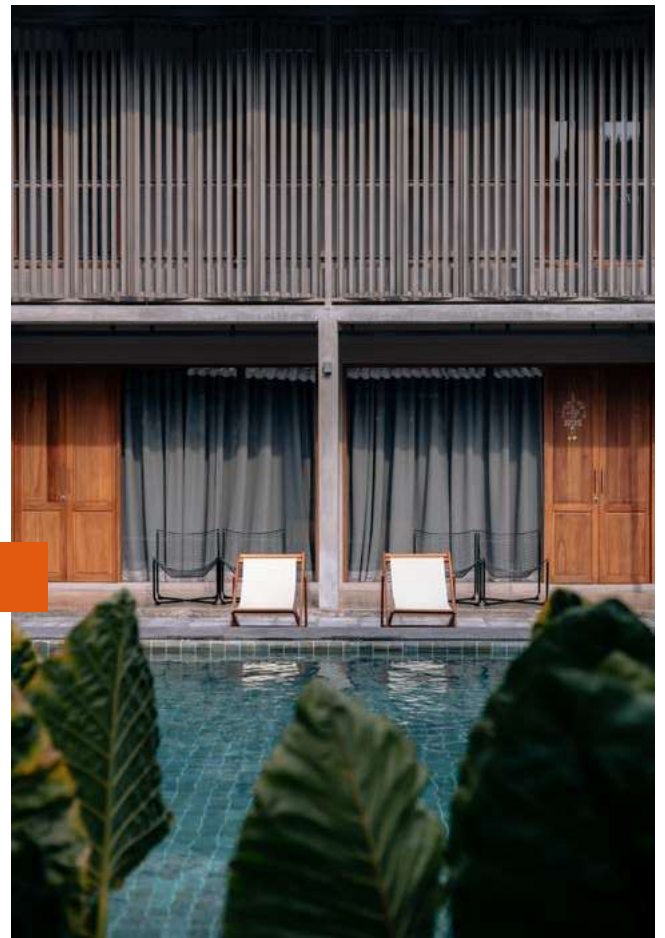
When you think of sports, the names Nike and Adidas come to mind. You immediately know exactly what their presence is in the marketplace, as they are generally market leaders and have established a physical evidence as well as psychological evidence in their marketing.

Branding: It is the outcome of the 7Ps. Marketing Mix (7Ps) is a tool to help determine a brand's offering. Your brand is a true representation of who you are as a business and how you want to be perceived by your customers. Hence, branding is a marketing practice and a process of creating a unique image for your business in customer's mind. It is a way of distinguishing your business from the competitors and clarifying what is unique in your offer.

OPERATIONALIZATION OF 7PS IN THIS PROJECT

Each company should have done its PDCA assignment (for instruction on PDCA see section introduction to PDCA) in previous modules of energy, business model innovation, and design thinking prior to attending at marketing session. Having done that, the company has chosen one or few products/services to make them circular. Hence, the product is decided and it reduces the 7Ps to 6Ps.

Then, in the context of service, Place and Physical evidence are very similar although one can count some differences. Accordingly, for the sake of simplicity, place and physical evidence have been considered as one item. Consequently, 7Ps of marketing is reduced to 5Ps of People, Promotion, Pricing, Process, Place.





APPLICATION OF PDCA TO 7PS OF MARKETING



OBSERVING AND PLANNING PARTS

1. Observing part

Understanding and keywords were presented in section one. The 7Ps of marketing mix were described in detail. These 7Ps will be used in this section to map marketing activities of a company. Observing is a stage to map the processes. Mapping can be done through three stages. In the first stage, marketing activities need to be identified. In the second, the output of those activities needs to be assessed. In the last stages, those processes that do not add value and need to be changed will be identified for further action.

Hence evaluate the following questions:

- Which marketing activities the company have today?
- What output those activities generate?
- Which of those activities need to change?

Product

A product can be physical or in the form of a service. The goal is to use suggested questions above to choose products that have value and market them to customers. For example, products such as Hilton mattress (light stay) or recyclable soap or services such as electric cars for guests' transport.

People

Success of a product marketing is dependent on people. Here people mean different stakeholders such as employees and customers. For instance, career days and vocational training information for young people to apply for apprenticeships in hospitality industry at Hilton hotels.

<http://cr.hilton.com>

The QHotel Group's effort to reduce employee travel through increased development of webinars (applications trainer) skype/conference calls and number of hotels with car share options.

<https://www.qhotels.co.uk/about-us/responsible-business/people-engagement/>

Place

The aim is to work on product placement, presentation and product availability physical or on the web. For instance, promoting using local products through coffee displays and information about it in Hotel Plaza Colón in Granada.

<http://hotelplazacolon.com/wp-content/uploads/2017/10/Diseño-Sostenibilidad-3-01.jpg>

Or the electricity saving sign at Statter Hotel at Cornell.

<http://www.greenhotelier.org/wp-content/uploads/2015/06/com-sust-lights-e1435050881414.jpg>

Promotion

An example of promotion is communicating CSR activities between hotel employees as part of a welcome pack and instructions at Oulton Hall, Staley Hall, Mottram Hall, Belton Woods and Dunston Hall.

<https://www.qhotels.co.uk/about-us/responsible-business/people-engagement/>

Another example is Sweetgreen promoting their fresh and sustainable food ideology through social media campaigns.

<https://thrivehive.com/wp-content/uploads/2017/07/examples-of-social-media-campaigns-sweetgreen-copy-min.png>

Pricing

The aim is neither to charge a high price (that few customers accepts) nor a low price resulting in low company profit. In doing this, the company should consider costs, other players on the market, and customers. The aim is to use circular economy to reduce the costs in long term as well. For instance, getting consumers involved by putting the towel reuse sign on.

Process

The aim is to map the current process of delivering products or services to the customers with the help of employees and suppliers. For example, the Hilton Worldwide has a mattress recycling program for Setra model and box springs. Almost 85% of previously landfilled mattresses are recycled as a result of this program.

<http://www.greenhotelier.org/our-themes/waste/hilton-worldwide-announces-mattress-recycling-program/>

Another example is recycling mattress through a mattress donation program:

<https://www.tuck.com/mattress-disposal/>

Physical evidence

Physical evidences are required to give a tangible feeling to customers. It is of utmost importance for marketing of services. Movenpick hotel follows an eco-friendly and fair-trade purchase policy. For instance, their coffee products are FAIRTRADE certified.

https://www.movenpick.com/fileadmin/files/Hotels/Saudi_Arabia/Yanbu/Overview/Sustainability_Plan_2017.pdf

Another example is the display of sustainable certifications at Intercontinental hotel, San Francisco.

http://4.bp.blogspot.com/-pBVgQpeK9wM/To6VAefOG-I/AAAAAAAAAk/MpckQq4CeVs/s1600/IMG_0554.JPG

2. Planning part

In this section, planning on how to deal with the mapped activities will be presented. Answer to the first question which gives marketing activities are the 7Ps of marketing mix. The table below contains 7Ps marketing mix, and it suggests questions to assess output of marketing activities.

See section PDCA tables for a tabular format presentation of observing and planning parts on 7Ps of marketing.

IMPLEMENTING

Implementation stage begins after doing a rigorous planning toward circular economy. Following items show implementation of marketing processes.

Marketing should be circular in nature!!! In the marketing module, the outcome of implementing plans will be building or improving brand.

See section PDCA tables for a tabular format presentation of implementation part on 7Ps of marketing.

CHECKING AND REVISING

These two stages are different. The first is checking. The assigned people in planning phase do checking.

Gaps found in checking stage are the input for current stage. Analysis on each action shows if the activity should be stopped or not, if the decision is to stop the activity then it will be dropped otherwise it will be continued. Documentation is the next action in this stage which not only helps organization to decide on actions based upon outcomes but also keeps knowledge in organization. The last action in this stage is education. This

action is necessary to settle down PDCA policy in an organization. Education is also necessary to ensure continuous development which is in nature of PDCA.

- How to self-audit and/or external audit on outcomes of marketing activities
- How to identify marketing-related processes that need to be changed or improved

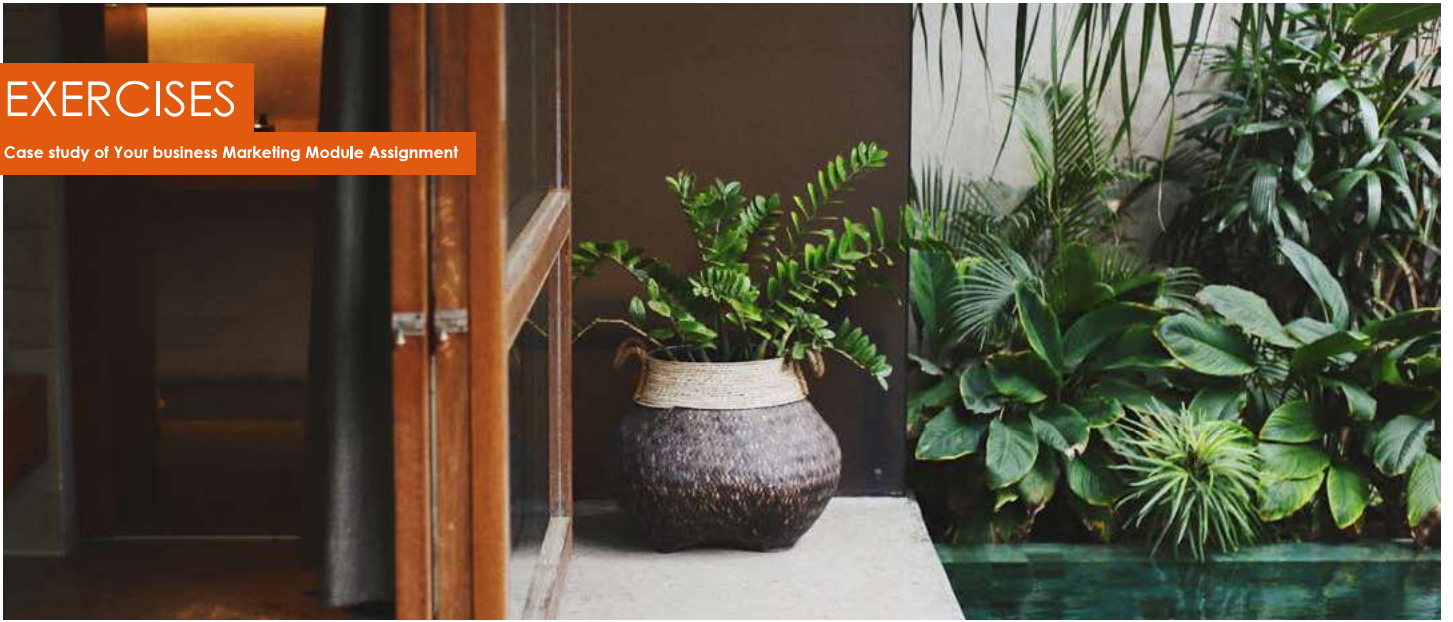


- How to make and then periodically review a checklist for the actions taken towards circular-based marketing activities and the actors involved
- How to educate the involved actors in circular-based marketing activities

Planned outcomes will be checked against achieved outcomes. The difference between these two show deviations from plan. Accordingly, actions will be decided. Actions will be decided based on the gap between planned and achieved outcomes.

EXERCISES

Case study of Your business Marketing Module Assignment



Purpose: The goal of this case study is that you begin applying PDCA methodology and 7Ps of marketing mix as a tool to do marketing on your circular economy-based products or services.

Goals:

1. The pre-requisite here is that you have chosen one or few products/services to make them circular in the other modules of this training for instance Energy, Business model innovation or Design thinking. In marketing module, you will apply 7Ps of marketing mix on PDCA method.
2. Application of 7Ps of marketing mix on PDCA method clarifies how you should observe, plan, do, check, and act for your promotion, process, people, place, and price.
3. By using the PDCA tables, you will learn how to apply principles of PDCA on marketing activities of your company.
4. If you already have marketing in place then you assess the plan. You assess your plan to check if you need to change your marketing activities to work on your products/services. Also, how to change those existing marketing services.



PDCA TABLES

This section contains tables that shows how PDCA methodology should be applied to 7ps of marketing. Description of the 7Ps of marketing, and also PDCA methodology is given before. The first column includes 7Ps of marketing and the right column give example questions to measure output of Ps. Number of actions are not fixed and it can be as many as necessary.

Table 3: Do (Implementation) part in PDCA

TIMELINE	People to implement	People to supervise	People to collect data
Actions related to changing People			
ACTION 1			
ACTION 2			
ACTION 3			
ACTION 4			
Actions related to changing Promotion			
ACTION 1			
ACTION 2			
ACTION 3			
ACTION 4			
Actions related to changing Pricing			
ACTION 1			
ACTION 2			
ACTION 3			
ACTION 4			
Actions related to changing Process			
ACTION 1			
ACTION 2			
ACTION 3			
ACTION 4			
Actions related to changing Place / Physical evidence			
ACTION 1			
ACTION 2			
ACTION 3			
ACTION 4			

Table 4: Checking part in PDCA

Achieved Outcomes / Actual outcomes	Planned outcomes / Desired outcomes	Deviations/ Gap
Checking outcomes of Actions related to changing People		
Corrective Action 1		
Corrective Action 2		
Corrective Action 3		
Checking outcomes of Actions related to changing Promotion		
Corrective Action 1		
Corrective Action 2		
Corrective Action 3		
Checking outcomes of Actions related to changing Pricing		
Corrective Action 1		
Corrective Action 2		
Corrective Action 3		
Checking outcomes of Actions related to changing Process		
Corrective Action 1		
Corrective Action 2		
Corrective Action 3		
Checking outcomes of Actions related to changing Place / Physical evidence		
Corrective Action 1		
Corrective Action 2		
Corrective Action 3		

Table 5: Revising part in PDCA

<p>Analysis of gap Why is there a gap between planned and achieved outcomes?</p>	<p>Continue / Drop / Redo Continue with the action if the planned outcomes are close to achieved outcomes Drop the action if there is no value with the action or it will never generate results. Redo the action if the gap between planned and achieved outcomes are big.</p>	<p>Documentation Document outcomes and prepare a report of the action</p>	<p>Educate In case the outcomes are acceptable, standardize the action and educate subordinates how to do the action.</p>
Revising outcomes of Actions related to changing People			
Corrective Action 1			
Corrective Action 2			
Corrective Action 3			
Revising outcomes of Actions related to changing Promotion			
Corrective Action 1			
Corrective Action 2			
Corrective Action 3			
Revising outcomes of Actions related to changing Process			
Corrective Action 1			
Corrective Action 2			
Corrective Action 3			
Revising outcomes of Actions related to changing Pricing			
Corrective Action 1			
Corrective Action 2			
Corrective Action 3			
Revising outcomes of Actions related to changing Place / Physical evidence			
Corrective Action 1			
Corrective Action 2			
Corrective Action 3			

CASE STUDY

Example of Marketing of circular economy Hotel Guldsmeden Aarhus – Denmark



Guldsmeden is a hotel with locations in Aarhus, Bali, Berlin, Copenhagen, Oslo, Reykjavik, and Cote D'Azur. Guldsmeden is part of "I love eco hotels" network which people can search and find ecotourism hotels. This hotel chain uses different online and offline marketing channels to communicate its sustainability as well as circularity to its customers. Hotel Guldsmeden in Aarhus offers three different rooms situated in the main building or annex with shared or private bathroom.

Website Design

This hotel has a website with a nature theme. Visitors hear a bird singing when they click on the hotel logo. Also, there are big pictures on the homepage encouraging visitors to click and learn about the hotel. For instance, one of the first pictures take the user to lush garden, canals, and sheepskin throws which market the hotel as a relaxing place. Other pictures take the customers to hotel rooms with emphasis on light color and use of

sunlight in a French colonial or Balinese style. Breakfast is also focused in one of the pictures and it gives more information on the choice food.

Cleaning, drinks, food, lighting, materials, and transport

There is considerable amount of information on the choice of food, bathroom equipment, and sustainable means of transport.

Information shows that the food and

drinks choice are 100% organic, seasonal, and sourced locally and it serves in the garden of the hotel. This hotel has a zero-waste policy in restaurant and kitchen. Small plates at the buffet encourages more moderate consumption, and the careful weighing and sorting of all food waste. In addition, they have a small storage with selected organic snacks and drinks in the room.

In the bathroom there are organic and environmentally friendly products from "I Love Eco Essentials". Their bathroom products are free of micro plastics and in bottles made from collected consumer plastic and recyclable. All linens in the bathrooms and bedrooms are made from organic cotton. Lighting in public areas is movement sensitive and guests are urged to conserve energy by turning

off lights and heating when not needed. Lighting in public areas is movement sensitive and guests are urged to conserve energy by turning off lights and heating when not needed.

It is worth adding that they re-use almost everything in the old building in renovation. Also, they make sure to communicate it to the public both by product placement in their restaurant and the hotel and also through social media.

Sustainability management

This hotel chain does not publish a conventional sustainability report. Instead, they have sustainable management plan comprised of different sectors which is published and available on Internet.



This an annual Sustainability management Plan for all their hotels covering 4 main categories: I – Environmental II – Socio-cultural III – Quality IV – Health & Safety. These four areas cover the long-term plan policies of the company.

The hotel chain promotes Green Globe certification. This certification committee audits hotels once every year and demands 5% improvement on given areas to ensure continuous work toward sustainability. They are also Golden Ø certified by government of Denmark indicating that they serve at least 90% organic food. They have achieved this level in all other countries as well.

In addition, the purchasing policy of the group is available to read and it clearly focuses on circular economy principles such as use of renewable resources, circularity of the material use, systematic thinking, and resilient collaboration with suppliers, government, and other stakeholders.

Social Marketing

The company supports disadvantaged children and anti-human trafficking contributions from their booking site and bicycle hire income and through the Danish Sports Federation and others.

They participate in different research projects such as the Green Conversion research project devised by the Alexandra Institute, which studies what guests take home with them following a sustainable hotel experience. Among other things, the survey demonstrates how crucial it is for management to show the way when it comes to nurturing a focus on green values. Promoting the sustainable mindset is just one of the things that has been successfully achieved at Guldsmeden Hotels, first and foremost at employee level.

Social media marketing and public relations

The hotel chain is popular on social media. They actively share social, political and environmental issues that they find important on different social media platforms they are active on. The person who is in charge of their communication, social media and PR is also the person in charge of the environmental accreditations and certification by Green Globe Certification and this way they make sure that there is no risk of lack of information communicated to the stakeholders specially the guests and their target market regarding the sustainability efforts of the hotel group. Their managerial staff continuously take part in different interviews

and communicated their sustainable practices to public audience.

The hotel chain is followed by over 11 000 people on Facebook and they have 17 500 followers on Instagram. They have more than 3 400 visitors on Pinterest per month. They actively share information on Linked in. On Linked in, they share business related information such as joint venture and new technologies. Statistics gathered on February 6th 2019.

Advertising is not one of Guldsmeden's marketing tools. They depend on editorial publicity, website, and social media. They network and make partnership with similar sustainable green hotels such as Green Solution House in Bornholm.

Customer Involvement

Customers are actively involved in Guldsmeden hotels. They encourage their guests to support their cooperation with

the Children's Heart Foundation, whom they have supported since 2008.

They give hotels-specific "newspaper" to their guests with practical information on how to make their stay as environmentally low-impact as possible. They also ask their guests to share their tips and ideas with the hotel on recycling and sustainability to improve their hotel practices constantly. So, they co-create these sustainable practices with their guests.

At the bottom of the page there is a section for increasing knowledge of the visitors and taking them to "10 tips for sustainable travelling". Furthermore, sustainability initiatives of the hotel are easy to find when visitors decide to book the hotel and they are listed as bicycle rental service, ecological cleaning products, energy saving light bulbs, motion sensors lights, towel change on request, waste recycling, and water flow reducers.

Further readings on Hotel Guldsmeden (Accessed: 2019-03-25):

Guldsmeden Hotels:

<https://guldsmedenhotels.com>

I Love Hotels:

<https://www.iloveecohotels.com/>

Purchasing policy of the group:

<https://guldsmedenhotels.com/wp-content/uploads/2018/07/Guldsmeden-Hotels-purchasing-policy-final.pdf>

Sustainable management plan:

<https://guldsmedenhotels.com/wp-content/uploads/2018/07/GuldsmedenHotelsSustainableManagementPlan.pdf>

<https://tellingnesager.com/hip-hotel-taenker-miljoevenigt/>

<https://greencitytrips.com/julu-guldsmeden-hotel-berlin-interview-marc-lorenz/>

<https://www.mochni.com/eco-hotel-axel-guldsmeden-located-in-downtown-copenhagen/>



EXERCISE PART II

Imagine there is a restaurant in a coastal area that serves seasonal food. This restaurant is about to change its food waste management to a circular model. The following tables show how the restaurant's management should apply PDCA principles to change this process to circular. Actions described in the following tables are selective and they do not cover all the necessary aspects of a complete PDCA application. The aim is to show how planners should think in each stage of plan, do, check, revise and educate. This restaurant has enough staff, time, and other resources necessary to apply changes. One example is that from the left overs in the restaurants they make compost for the plants in the building or they make granola from left over bread loaves.

Table 2: Planning part in PDCA

Marketing 7Ps	Actions: Which actions are required to reach the desired objective?	Timeline: When does the plan start? How long does the plan take to accomplish? When will be the finished date?	Actors involved: Which group of staff are involved in working with this objective? Who will perform the job? Who will monitor the process?	Resources: Financial resources, other resources
Changes related to people	Training restaurant staff about waste management and re-use of leftovers	Before the high season – January to March	The chef, cooks, and the waiting team – This will be outsourced to third party training companies and the municipality	X Euros – 30 hours for the chef and the cooking team – 10 hours for the waiting staff
Changes related to Promotion	Starting social media pages for the company and announcing the innovative ideas of food reuse and recycle implemented in the restaurant with daily reports/ news/photos and videos	Continuously	One employee who is responsible for public relations or social media management of the company	2 hours per day for one staff
Changes related to Pricing	No change in food price since waste of food can be used as a source of income to cover expenses for food waste management services			
Changes related to Process	Selection of food waste management companies to collect and transport food waste	In the beginning of the plan Once can be done and used continuously	Recycling company	Financial resources and Staff
Changes related to Place/ Physical evidence	Putting signs in the restaurant to show the customers where their food comes from and how restaurant tries to reduce waste and re-use left overs	Everyday	Staff in the restaurant	Human resources – Chalk boards, markers and notes

Table 3: Do (Implementation) part in PDCA

Corrective action	TIMELINE	People to implement	People to supervise	People to collect data
<i>Actions related to changing People</i>				
Training the chef and the cooking team	January	A third-party company expert in minimum-waste cooking and innovative ideas in re-using leftovers	Restaurant manager / educators	Restaurant manager
Training waiters and waitresses	January	A third-party company expert in how to separate food waste from the tables so that they can be re-useable or recycled properly	Restaurant manager / educators	Restaurant manager
<i>Actions related to changing Promotion</i>				
Starting social media pages for the company and reporting what is happening in the restaurant regarding innovative ideas of food reuse and recycle	From February	Public relations or social media responsible person	One employee	One employee
Finding relevant social media influencers to come and try the restaurant and promote it	From February	Public relations or social media responsible person	One employee	One employee
<i>Actions related to changing Pricing</i>				
	No change	No change		
<i>Actions related to changing Process</i>				
Selection of food waste management company to collect and transport food waste	January	Food waste management company, employees who sort the food waste	One employee	One employee
<i>Actions related to changing Place / Physical evidence</i>				
Buying chalk boards to give information about the food in the restaurant and what happens to the leftovers	From January	The restaurant staff	Restaurant manager	The restaurant staff
Changing the menu in a way that it shows the circularity of the food	From January	The chef and a design/printing company	Restaurant manager	The restaurant staff

Table 4: Checking part in PDCA

Corrective action	Achieved Outcomes / Actual outcomes	Planned outcomes / Desired outcomes	Deviations/Gap
<i>Checking outcomes of Actions related to changing People</i>			
Training the chef and the cooking team	80% of staff attended the education	100% of staff was supposed to participate	20% is deviated from the plan
<i>Checking outcomes of Actions related to changing Promotion</i>			
Starting social media pages for the company and reporting what is happening in the restaurant regarding innovative ideas of food reuse and recycle	Attracting 5000 followers on the Instagram page of the company	Attracting 5000 followers on the Instagram page of the company	None
Increasing the number of customers who became interested in the company through its social media pages	Attracting between 20 to 30 customers per month from the followers of the company on social media	Attracting 50 customers per month from the followers of the company on social media	20 to 30 more followers should be attracted to become actual customers
<i>Checking outcomes of Actions related to changing Pricing</i>			
Corrective Action 1	No change		
<i>Checking outcomes of Actions related to changing Process</i>			
Selection of food waste management company	Actual performance of the waste management company in terms of price for services, timeliness, and environmental concerns	Expected performance of the waste management company in terms of price for services, timeliness, and environmental concerns	Room for improvement: using renewable energies for recycling trucks, improving effectiveness of collecting services by using more advanced machines, reducing prices by holding a tender
<i>Checking outcomes of Actions related to changing Place / Physical evidence</i>			
Adding new methods of informing customers about the circularity of food at the restaurant	The waiting team explains the circular food system of the restaurant to all customers	All customers should know about the circular food system of the restaurant when they leave the restaurant through different methods of information sharing (explanation from the waiting team, the boards, the chef's recommendation, etc.)	A few more methods of informing customers should be added

Table 5: Revising part in PDCA

Corrective Action	Analysis of gap Why is there a gap between planned and achieved outcomes?	Continue / Drop / Redo Continue with the action if the planned outcomes are close to achieved outcomes Drop the action if there is no value with the action or it will never generate results. Redo the action if the gap between planned and achieved outcomes are big.	Documentation Document outcomes and prepare a report of the action	Educate In case the outcomes are acceptable, standardize the action and educate subordinates how to do the action.
Revising outcomes of Actions related to changing People				
Training the chef and the cooking team	The company didn't have enough human resources to cover for everyone in the restaurant while staff is in training	Continue the training for the remaining of staff	The training material should become part of company's guide and rules for new kitchen staff	The training material should be used for education of new kitchen staff and also current kitchen staff should be trained on a regular basis to know about advances and innovations in reusing food waste and left-overs
Revising outcomes of Actions related to changing Promotion				
Increasing the number of customers who became interested in the company through its social media pages	The gap is due to lack of time needed to attract new customers from social media pages	Redo. Do brainstorming with staff on what to do. Allocate more time to check social media posts photos and information. Ask customers about social media pages of the company and how the engagement can be increased	Prepare a corrective action report with strategies to increase number of customers who get to know about the restaurant from social media	Share the report between staff and teach the strategies to staff
Revising outcomes of Actions related to changing Process				
Selection of food waste management company	The actual performance deviates from expected performance because of the recycling company.	Drop. Maintain a tender and find replacement for the waste management company	Prepare tender documents based on the performance expected from the prospect company and existing solutions in the market	Educate one staff with the requirements from waste management company and how to hold request for a tender
Revising outcomes of Actions related to changing Pricing				
Corrective Action 1	No change			
Revising outcomes of Actions related to changing Place / Physical evidence				
Adding new methods of informing customers about the circularity of food at the restaurant	The gap is due to heavy work load of restaurant employees where sometimes there is no time to explain the circularity of the restaurant or due to lack of interest from customers to know about it	Redo. Do brainstorming with staff on what other innovative methods can be used to show and educate customers about the circularity of food in the restaurant and make them interested in knowing about it.	Write an action plan for adding physical evidence of circularity in the restaurant so that the customers see it and also write a guideline for the waiting team on how to inform customers in an interesting and not time-consuming way.	Educate the restaurant staff, and also the customers.



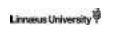
TRAINING
MATERIAL

Marketing Mix of Circular Services

Module 4 - Guide for Trainers

LEAD PARTNER

PARTNERS



INTRODUCTION AND OBJECTIVES

With circular products and services in place as a result of other modules of this training, energy, business model innovation and design thinking, now it's time to get some information on how tourism SMEs can proceed with marketing those circular products and services. The aim here is to help them learn how to apply the PDCA method from marketing perspective.

Goals:

1. To learn how to apply PDCA method from marketing perspective, each company should have done its PDCA in previous modules of energy, business model innovation, and design thinking. Having done that, the company has chosen one or few products/services to make them circular. In marketing module, companies apply 7Ps of marketing mix on PDCA method.
2. Application of 7Ps of marketing mix on PDCA method clarifies how companies should observe, plan, do, check, and act for their promotion, process, people, place, and price.
3. Learning and comparing Hilton practices with their case company and trying to find what is relevant for their business unit.
4. tables You will learn how to apply principles of PDCA on marketing activities of your company
5. If the SMEs already have marketing in place then they assess the plan. They assess their plan to check if they need to change their marketing activities to work on their products/services. Also, how to change those existing marketing services.

Note 1: Please make sure that the attendees know that the process in marketing is different from process in other modules. In marketing, process is about marketing a circular-based product or service developed in previous modules of this project.

Note 2: The pre-requisite here is that you have chosen one or few products/services to make them circular in the other modules of this training for instance Energy, Business model innovation or Design thinking. In marketing module, you will apply 7Ps of marketing mix on PDCA method.

Note 3: As stated in purpose, marketing module's task is to market a circular-based product and service. All products or services of a company might not be circular and they can be marketed using traditional marketing ways.

Guide: slides, examples, and case

Target group description: Tourism SMEs (representing blue – coastal tourism, as well as green economy sector – eco/sustainable tourism companies.



SUGGESTED AGENDA

The approx. time for the module (hours) and suggested agenda

Time	Topics
9.00 – 10:30	Introduction to the marketing module 1st Marketing session
10:30 – 10:45	Coffee break
10:45 – 13:00	2nd marketing session Case study: Be the change you wish to see in the business
13:00 – 13:40	Lunch break
13:40 – 15:00	Case study: Be the change you wish to see in the business (cont'd) Wrap up



GUIDE OF SLIDES

Dear trainer,
Please note that a change towards circular economy demands a rigorous PDCA implementation in all phases including marketing. Hence, the guide presented for you contains more than 90 slides to go through all the details of PDCA and 7Ps of marketing as far as the authors had knowledge and access to. It might seem difficult to teach and hard for the participants to listen and follow. Examples, and case study are added to deal with this issue and make education more interesting. As you will see, 7Ps of marketing are simplified and it is reduced to 5Ps which makes it quicker for you to educate the participants.

However, if you know or you feel that there will not be enough time to go through all the slides, then we recommend that you explain introductory slides until you reach the 7Ps and there you give short description of each of those Ps and then a through explanation of promotion strategies. Your explanation needs to include practical issues showing different examples and spend time with participants to do assignment. Promotion is neither more important than other strategies nor strategies overlap. The reason to choose promotion strategy is that sometimes it is what companies want quick. Also, the might have identified product, and people, and processes in previous stages.

Please be advised that it is just a suggestion considering the situation you might end up. Our recommendation is to go through all the slides as it is prepared.

Slide 1

Trainer introduction



Slide 2

Suggestion for agenda. It is developed based on one of the workshops in Lithuania. Due to time limit and the issue of travel distances, the workshop started from 09:00. Marketing session is comprehensive and it is divided to two parts. It was asked to have short coffee breaks. Otherwise it is recommended to have long coffee breaks that participants can network. Afternoon session is dedicated

to case study and participants work with one or more cases in group. Case should be their own company and if they are interested to work with all their companies then it should also be possible. It is recommended that few authorized persons participate from each company to make operational decisions. The plans to change toward a circular business models will be ready and one or



few can be chosen to present their plans for the class. Plans can be drawn on A1 pages to show to other groups.

Slide 3

Trainer opens up for everyone to introduce themselves. There is great focus on collaboration and it is good to melt the ice. Suggestion is to ask respondents to write their names and put it in front. Then, PDCA should be explained (see section introduction to PDCA). Next, trainer should emphasize on the importance of case study and doing own case study (see descriptions for slide 2). It is important that the trainer ask participants expectations to have an understanding of what they expect. Training will give better results if trainer access the participant information before the training session to know participants and prepare

materials accordingly. Marketing module is the last module. It is chosen to be the last so that attendees have gone through business model innovation, design thinking and energy modules in advance. Then, when they attend at marketing session they know what they want to market and sell. Importance of networking (see description in slide 2). 7Ps of marketing mix (see marketing keywords 7Ps of marketing mix) Case study is Hilton and examples are mainly chosen from Hilton. Footnote: Your case, trainer should briefly explain case study is important, because it is a practical way of working with learning materials. It also



helps companies to continue with their case when they leave the training. It is good that they work in groups when they are attending workshop so that they can help each other. In the end, we might publish good cases as examples of circular economy which helps marketing of the companies. It is good that guests also have A1 papers and markers to write their plan on it.

Slide 4



Footnote: Recalling PDCA: Unless trainers repeat PDCA, guests will forget the PDCA and since they are supposed to work with their own cases so we focus on PDCA steps and show them the tables of observing and planning and ask them to apply it to their cases. One idea would

be to print the empty tables and make it available for each group. (For empty tables see the section PDCA tables) Looking back at your case: reminding them 1st marketing lecture which was about PDCA and ask them to implement.

Slide 5



Footnote: It is good to mention that, in fact marketing is circular in nature. Some companies do it linear and they just sell, but

others should listen to the voice of customers and work back with the feedback from customers.

Slide 6



Discussing detailed plan in the allocated time

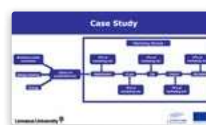
Slide 7



Footnote: We need to give feedback, they should explain their plans and they should say how they are going to apply circular economy in their business. They need to know what the

next stage in our project is, how they can reach us, how they get feedback on their plans. Where they can find more info on project

Slide 8



the structure of education and also case study is as depicted. The optimal way is that participant should have attended the design thinking, business model innovation, and energy modules prior to marketing session. Then, in marketing

session, PDCA approach will be applied on 7Ps of marketing to teach circular economy. Each company should be chosen by company representative to be analyzed as a case using PDCA and 7Ps.

Slide 9

this slide explains what case study is and how should participants think of their companies as a case. Footnote: A detailed intensive study of a unit, such as a corporation or a corporate division,

that stresses factors contributing to its success or failure. A detailed analysis of a person or group, especially as a model of medical, psychiatric, psychological, or social phenomena.



Slide 10

Footnote: These are steps needed in any case study. These bullets explain how they should think for a case study. Since this

case should result in implementation of the plan then the flow of case—issue—data—analysis—assertion is added



Slide 11

(to see detailed description refer to slide 3, 4). Footnote: Continuous improvement means that this PDCA is a cyclical process that needs to be run

for a determined period of time and it needs to be assessed. After assessment and choosing actions then the cycle should start again.



Slide 12

This slide begins with observing part of PDCA plan. Footnote: Mapping is very important since SMEs might not have interest or resources

to change all the processes to circular. So, mapping is a help to choose which one.



Slide 13, 14



This table is identical to table in PDCA tables. The outcome of filling this table is an action to keep, change or drop a process/product/service. If the outcome is keep then assessment has shown that something is working and it does not need to be changed. If the assessment

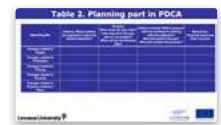
shows change then it needs to be changed and circular economy becomes meaningful. Drop is a business decision that should be taken when something is not worth to keep and it does not produce enough value to decide to change it.

Slide 15



This slide shows the planning part of PDCA.

Slide 16



This table is identical to table in PDCA tables.

Slide 17



This slide shows the implementation part of PDCA. Timeline and people are underlined to show the importance. Timeline and people repeat in planning and implementation. The reason for that is that it should be planned first. But, in the implementation part people and timeline can be different. In simple, actions and plans might be different.

Slide 18



This slide shows the implementation part of PDCA with more details regarding the table that comes.

Slide 19, 20, 21



Implementation plan is broken on three slides to make the importance of having enough actions to reach each goal highlighted.

Slide 22

This slide shows the checking part. Planned and achieved outcomes are underlined to show that they are not necessarily the same. Also, corrective actions are underlined. These actions are necessary to move achieved outcomes towards planned outcomes.



Slide 23, 24, 25



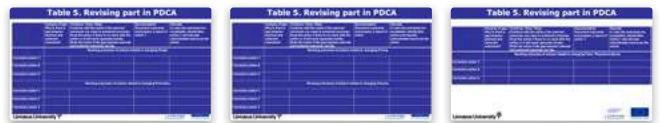
Checking part is broken to three slides to give enough space for checking part. Checking is required to find the gap. Due to the need to for space checking and revising has been shown in different tables.

Slide 26, 27

The important steps in revising are decision about action, documentation, and education.



Slide 28, 29, 30



Decision can be continuing, drop, redo which sounds very similar to the early decision made in observing part. Education should be given upon successful implementation and documentation of an action.

Slide 31



The seven P's of marketing mix is explained. For more details, please see the section marketing keywords 7Ps of marketing mix.

Slide 32



This slide asks questions from guests and investigate if they know about their product that they want it circular.

Footnote: This slide throw questions at guests and investigate if they know about their product that they want it circular. This slide also introduces SWOT analysis. SWOT is a strategy tool helping companies adjusting their processes based on their strength, weakness, opportunity and threats. For instance, a company can be good in fulfilling orders, another one in customer relation, another one in supplier relationship, and even an innovative company which comes with new products or services. So, SWOT is a strategic tool to decide core processes.

Slide 33

Footnote: Mindset for the product has to change from thinking about a soup or a towel. These are products but starting from these products usually result in changing supplier, changing process of supply, and changing customer thoughts which in the end result in a bigger change. So that is one way of looking at product which normally does not end in circular economy system.

Another way is to think of a bigger product. For instance, think of Marriot hotel Sopot (Poland) which has several facilities such as fitness room, spa, bar, restaurant, ... and accessibilities to this product is through Gdansk airport, train, boat and taxi.

Or a smaller product could be the spa in Marriot Sopot which has several facilities such as swimming pool, steamed sauna, dry sauna, Jacuzzi, motion pool. Accessibility is through booking on the room, booking for massage, and spa kit in the rooms. (For more description see the slide footnote)

Definitions:

Footnote: A tourism product is „the set of assets and services that are organized around one or more attractions in order to meet the needs of visitors“.

Key ingredients of a tourism product consist of:

- An attraction: "raw materials" of the tourism product which can consist of any resources, places and events, which attract visitors and motivate their action.
- Facilities and services: Services and infrastructure which make the tourism activity possible
- Accessibility: Services that facilitate visitors' access to the tourist destinations, such as transportation and communication.

Circular tourism product development is designed to increase the income in the sector by focusing on long-term sustainable development and considering the needs and interests of all stakeholders in the tourism system such as tourists, the local community, government, entrepreneurs and other stakeholders.

Tourism product development aims at long-term sustainable development by the execution of a number of strategies. These strategies bring into focus a generic idea to increase competitiveness, build an inclusive industry by promoting closer integration of people and develop and maintain the environment. Sustainable tourism products are "understood broadly as meaning those that use resources in an environmentally responsible, socially fair and economically viable way, so that users of the product can meet their current needs without compromising future generations from being able to use the same resources. Measuring sustainability is a complex issue and the criteria vary according to the product type and local conditions. Deciding what is ultimately sustainable for a particular community is a balance between local circumstances and expectations and best practice in technology and environmental management." (UNEP, 2005)



Slide 34



Footnote: Hinting guests about the importance of considering lifecycle of a tourism attraction before starting to change it. Product life cycle is a tool that helps to understand in which maturity stage a product is. If the product is declining then it definitely needs to change to have more selling opportunities. The lifecycle of a product consists of the different evolutionary phases of a product.

The four main life cycle stages of a product are:

1. market introduction stage
2. growth stage
3. maturity stage
4. saturation and decline stage

The challenge for every business is to avoid the decline stage.

Slide 35



Footnote: The goal is to make guests aware of about the importance of working with their customers and even competitors to develop better products. Because having voice of customers will improve the product based on customer needs. Examples in below are Lightstay and travel with purpose which Hilton created together with customers. So, customers' input is included. Meeting with purpose which is a B2B product has been developed in collaboration with even holders so it is an example of co-creation of co-producers.

S-D logic as a departure from the traditional, foundational, despite goods-dominant (G-D) logic where the main focus was the exchange of goods Service-Dominant (S-D) logic is a new type of marketing paradigm where specialized skills and knowledge are the focus of economic exchange and one of the fundamental foundations upon which society is built (Vargo & Lusch, 2006).

S-D logic implies that service is the foundational base for all exchange processes where goods represent only a special case of service provision, a small subset of it, and the main function of goods is to enable service (Vargo & Lusch, 2006).

S-D Logic is "a logic that is philosophically grounded in a commitment to collaborative processes with customers, partners and employees; ...a logic or perspective that recognizes the firm and its exchange partners who are engaged in the co-creation of value through reciprocal service provision. It is about understanding, internalizing, and acting on this logic better rather than the competition" (Lusch et al., 2007: 5).

Slide 36

Footnote: The goal is to explain process of creating a service with different stakeholders. It is little bit different from the situation which only one producer creates service. Here, is great focus on timing of event. Before it starts, during the event and after even finishes

Also, information sources, process of information sharing is important. There has to be policies which is formal rules.

Examples:

- Pre-delivery: Platforms for online reservations, such as Booking, Airbnb, Tripadvisor, etc
- Service delivery: Applications for that permit SMEs to keep in touch with travelers

- during the journey
- Post-delivery: Social networks, sites or platforms where users express reviews and evaluations on the service, such as Instagram, Facebook, Tripadvisor, etc.
- Operand: Tangible materials that tourism SMEs intentionally deliver to users
- Operant: Information, know-how, knowledge, experience, feedback and skills that hosts and visitors share after, during and before the visit.
- Formal Rules: Such as check-in and check-out schedules or breakfast schedule or general policies
- Informal and social rules: social norms, opinions, views and value propositions



Slide 37

Footnote: Goal is to raise awareness that people are bigger than only focusing on customers. Also, people are part of stakeholders and stakeholders include all the process and things and even plants that are connected to tourism product.

- Economic stakeholders (tourists, visitors, other actors in the supply chain such as tourism suppliers, tourism intermediaries, transportation carriers, etc.)

- Other private businesses (restaurants, shopping mall, etc.);
- Public business (museums or municipalities organizing cultural events);
- Support services (telecommunications, payment services, etc.);
- Regulatory bodies (tourism or local administration)
- NGOs



Slide 38

The importance of employees, their education, awareness, well-being and etc. in the success of circular economy plans should be highlighted.



Slide 39



This slide uses examples shows that Hilton cares about its employees by putting up Oreo chocolate, promoting diversity, preparing educational courses, and giving industry benefits, and providing travel for families.

Slide 40



Promotion is the process designed to inform potential customers (visitors) about the tourism product and service offered, sharing with them its unique values and most attractive and innovative attributes. It includes communication activities, such as advertising. Footnote: Ask the participants to name the key ideas relating to the quality of their business/service (their unique selling points or competitive advantage) that they would like their customers to remember – and to spread to other potential clients. Ask participants to list the promotion channels opportunities they can identify at local/rural, national and international level both online and offline. Ask them to design an "action plan" for each channel identified: a) channel b) what they will do (e.g. call, send an email, start a social media campaign); c) when they will do it; d) what they expect to achieve (results).

Slide 41



One should not mix marketing mix with promotional mix. A company's total promotion mix—also called its marketing communications mix—consists of the specific blend of advertising, public relations, personal selling, sales promotion, and direct-marketing tools that the company uses to communicate customer value and build customer relationships persuasively.

Footnote:

- Advertising: Any paid form of nonpersonal presentation and promotion of ideas, goods, or services by an identified sponsor
- Sales promotion: Short-term incentives to encourage the purchase or sale of a product or service
- Personal selling: Personal presentation by the firm's sales force for the purpose of making sales and building customer relationships
- Public relations: Building good relations with the company's stakeholders to gain favorable publicity, building up a good corporate image
- Direct and digital marketing: Engaging directly with stakeholders and specialty customers to both obtain an immediate response and cultivate lasting customer relationships

Slide 42

Goal of this slide is to show A-Z of advertising. It discusses about message, people, etc.

Footnote:

- Who? Choose the population or target audience.
- What? What are the goals of the campaign? Define clear, specific and measurable objectives.
- How? What is the key message? What is a key differentiating factor of the product/service?
- When? What is the right

time? Define the period in which the impact of the campaign will be most effective, and its duration.

- Where? Which media and to what extent?
- How much? What are the costs of the activity?
- Evaluation. What results have been obtained with respect to the set objectives? Evaluate in quantitative terms (sales), quality (reputation and image) and purchase intentions.



Slide 45



Goal of this slide is to define what sales promotion is about and then showing ad of a deal that is expiring in 48 hours. Hilton has put it to create incentives and tickle prospects to choose the deal.

Footnote: Sales promotion involves a range of tactical

marketing techniques to add value to a product or service in order to achieve specific sales or marketing objectives

Merchandising is any practice which contributes to the sale of products to a retail consumer.

Slide 43

To communicate effectively, marketers need to understand how communication works. Hence mechanism of communication is illustrated in this figure.

Footnote: Two of these elements are the major parties in a communication—the sender and the receiver. Another two are the major communication tools—the message and the media. Four more are major communication functions—encoding, decoding, response, and feedback. The last element is noise in the system

- Sender: The party sending the message to another party
- Encoding: The process of putting thought into symbolic form
- Message: The set of symbols that the sender transmits

- Media: The communication channels through which the message moves from the sender to the receiver
- Decoding: The process by which the receiver assigns meaning to the symbols encoded by the sender
- Receiver: The party receiving the message sent by another party
- Response: The reactions of the receiver after being exposed to the message
- Feedback: The part of the receiver's response communicated back to the sender
- Noise: The unplanned static or distortion during the communication process, which results in the receiver getting a different message than the one the sender sent



Slide 46



The aim here is to create awareness with giving example of what Hilton is doing to promote their conference environments for B2B sector. Meet with purpose brings up new and sustainable facilities for event holders to set up their meetings.

Footnote: From Hilton: As the leader and innovator in global corporate responsibility, Hilton Worldwide continues to develop programs like Meet with Purpose, which gives companies the opportunity to book socially and environmentally responsible meetings. The program aims to reduce waste, improve efficiencies and incorporate well-being through three core pillars: mindful meeting, mindful eating and

mindful being. Mindful meeting options and practices reduce the use of resources and waste production in the meeting and conference setting, for example by serving beverages in pitchers and glassware, using local and seasonal ingredients and energy-efficient light bulbs. The award-winning program also offers the possibility to calculate the Carbon Footprint of the meeting with the LightStay Meeting Calculator. To fully support the client's sustainability strategy with „green meetings“, Hilton Hotels Austria partnered with the EMAS-certified AV provider AV Bernhard and has the Austrian Eco-label as well as the TripAdvisor Green Leader gold or platinum certificates.

Slide 44

Footnote: Advertising is a big word and goal of this slide is to help guests understand that they should have objectives. For instance, Hilton connected room brings a whole experience to the guests and they advertise themselves as a

digitalized and modern hotel. This system connects to smartphones and guests can control the room such as photo they want to see, TV channels, music, room temperature and all in all they can feel like home.



Slide 47



Trainer should inform guests about the importance of a one-to-one selling opportunity which is very effective but costly.

Word of mouth is the other take-away of this slide. It is a whole world for itself. As the slide show, Hilton has many people at front desk and also many sales agents to be able to talk personally. Footnote: Word of mouth is one of the key factors influencing the final choice of destination. The tourist should be able to tailor all aspect of their experience. Hilton does that through technology,

hotel services, bedroom, journey, pricing as well as communications.

- They believe that:
- More attention can be given to an individual
 - Immediate feedback
 - More chances of customer being persuaded
 - More interactive
 - People sometimes prefer the human touch more than electronic based

Slide 48

Footnote: The goal is to create awareness around public relation which is a type of promotion towards bigger parts of society. For instance, in the middle there is a picture showing that Hilton is giving to the society

by donating to the elderly houses and in their Instagram, they are asking about it from people how do they contribute to society. So, Hilton is up to engage people in the discussion and indirectly promote itself.



Slide 49

Nudging guests about importance of digitalization in a digital world. Old fashioned businesses will have hard time to compete



Slide 50

This slide names few advantageous of digital marketing and persuades participants towards digital marketing.



Slide 51

This slide is again mentioning benefits and naming that social media is one of the means of digitalization and it still works well. Every company should have presence on social media and spend hours to answer questions, complaints etc. One opening question here can be which one you in this room has its business on social medias too? Not the website only.



Slide 52

Showing some crazy stats. What one can see is that a great deal of internet users and unique mobile users are on social media. So social media is very important no matter on WWW or on mobile applications.



Slide 53



All numbers are increasing and the signs are plus. Especially mobile users. So, direction of future is clear now.

Slide 54



This slide shows the insight can be gained from social media marketing. The rate of search is increasing on Wednesday and Friday. Wednesday is like little Friday and people decide on doing fun stuffs. Then Friday is weekend and people plan to stay over the weekend or go to restaurant or spa.

Slide 55



This slide has different goals. It shows the importance of word of mouth instead of working with each and every customer. Footnote: Viral marketing is use of media to communicate marketing message. Buzz marketing: creating buzz (with ad, film, poster, message, newspaper article) and letting the bees do the marketing communication.

Slide 56



Footnote: Word of mouth marketing is a useful strategy and here are some examples of it. Earth time, to dim lights, exchanging bonus of a guest toward a generous upgrade, cleaning the beach, talking with a customer who is going to stay at Hilton in London and welcome them. These examples show the importance of word of mouth on social media.

Slide 57



Footnote: SimplyMeasured shows statistics the difference of contents provided by Hilton and users. Hilton mainly put photos and videos but users mainly engage by photos.

Slide 58

This slide encourages guests to use Google AdWords. It gives an overview of the advantages of Google AdWords. There are also AdWords tips in the slide footnote.



Slide 59

Links are shared with users showing how Google AdWords in hotel industry.

Footnote:
<https://blog.wishpond.com/post/77711920097/why-does-my-small-business-need-google-adwords>
<https://www.business.com/articles/6-reasons-why-your-business-should-be-using-google-adwords/>
<http://mstravelmarketing.com/blog/why-should-you-use-google-adwords-in-the-travel-industry/>



Slide 60

It emphasize on the importance of contents. Contents are important in Adwords.



Slide 61

Goal is to define internal marketing and focusing on importance of staff in success of marketing plans. If staffs are with then it is much easier to convince customers.

Footnote: Circularity in tourism sector must be embraced by all employees. It must be part of organizational culture and philosophy and the marketing function or circular services and products should be carried out by all employees

Managers must make sure that employees know their circular products and services and believe they have a good value.



Slide 62



The aim here is to define product placement which in the end helps promoting the product.

Footnote: Traditional placement: Product placement is usually

done through marketing of a brand in film or TV programs. However, it is possible to market a brand in sport events, books, and songs.

Slide 63



The target is to help participants to understand and differentiate brand placement. Own brand placement and placement of other brands.

Footnote: If brand demographic matches the guests then placement of a brand is crucial to attract guests.

Other brands: Such as using cars that hotels offer to their guests to rent while they are staying. Or shampoos, lotions, soaps and other cosmetic products that a SPA uses for treatment.

Own brand: Placement of own brand can be done through the staff or through physical or virtual (online) placement. Too obvious brand placement often results in negative reactions.

Therefore, it is good that placement of a product or service that is related to the circular economy practices of a firm, indirectly nudge customers enthusiasm to read, ask, and begin to understand the brand. From Hilton: Placement of Lightsatly has come to food menu of Hilton and lightning as well. For instance, preparing cold menu items and encouraging guests to turn off lights in "Worldwide turn out the lights for Earth hour" in 2011. In terms of classical placement which is in media, Hilton market Lightsatly in form of financing Sundance film festival. Sundance is a film festival for documentary films in area of sustainability.

Slide 64



Goal is to show how Hilton is doing product placement in their "meeting with purpose" concept. (For more description see the slide footnote).

Footnote: There are three main fields of puppies and ice cream, yoga and yoghurt, and mindful eating tips. The first two

are directed for B2B customers and the third is tips available on web. The first is pressure and stress relief while helping pets in the animal shelters and the second which is yoga and yoghurt is about physical activity to relief pressure and stress in the end of the day.

Slide 65, 66, 67



Links to watch product placement

Slide 68, 69

Purpose is to present one of the simple yet comprehensive models of pricing. In this model marketers price their service in consideration of competitors, costs, and customers willingness to pay. Putting low price sacrifice profit and putting high price limits number of customers.
Footnote: As stated in observing and planning, the aim is neither to charge an expensive price that no customer buys nor a cheap product that company loses profit. In doing this, company should consider costs, competitors, and customers. This models called

3Cs model as stated in figure below. It is cost of service (revenue cost) that sets the bottom or low price, and it is customer perception that sets roof of the price. Company should consider internal and external factors as well as model here to decide pricing. In a circular economy, the aim should not only be to consider the model but also circular economy principles to reduce the costs in long term too. There are general pricing approaches that are related to the 3C model which are explained below.



Slide 70

This slide is based on previous one and it presents pricing approaches.
Footnote: Cost based pricing work with costs of revenue (cost of revenue is a similar to term to cost of goods sold). Cost of goods sold is a cost incurred with selling goods mainly driven by material costs, and human resource costs. Cost of revenue is similar to it but in-service sector.

Value based pricing is an approach built on measuring how willing customers are to pay for a service.
Competition based pricing is another pricing approach that marketer look at what other competitors are putting for the price. Target profit pricing is when the marketer determines the costs and then adds some markup on it to determine how much profit they want.



Slide 71

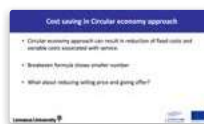


The breakeven formula is explained. Trainer can use the board to show the formula and even drawing a diagram on the board to show breakeven principle.

Footnote:
Profit = revenue – costs
Profit = revenue – fixed costs + variable costs
Profit = No of units sold * selling price – fixed costs + variable costs * no. Of items
In breakeven profit is zero

0 = No of units sold (selling price + variable costs) – fixed costs
No of units sold is break-even point (BEP)
BEP (selling price + variable costs) = fixed costs
BEP = fixed costs / (selling price + variable costs)
BEP in value is multiplication of how many items one sells in BEP and selling price
So BEP in value (\$\$\$) = BEP (in numbers) * selling price

Slide 72



This slide shows connection of circular economy thoughts and cost saving principles.

Footnote: Cost saving as one can see work with the second term in this equation; profit = revenue – costs. It reduces costs and reduces the BEP in number and value. Circular economy approach can result in reduction of fixed costs and variable costs associated with service. Reduction of fixed costs make the equation smaller and reaching breakeven point faster. Also, reduction in variable costs per item make the denominator of the equation bigger and reduces the breakeven point. Reduction of breakeven is the

goal of each company which means that company reach zero point sooner.
What about reducing selling price and giving offer?
Answer: Companies need to be careful in working with selling price. Sometimes, hotels place cheaper price per available room to increase hotel occupancy. Reduction of the selling price increase the breakeven point. It means that number of rooms that need to be occupied increase, so if hotel fails in populating the rooms then it will be a loss. In summary, cutting costs are often a better choice than giving discounts.

Slide 73

The goal is to explain the value-based pricing. This approach is very much dependent to customers and their willingness to pay. Otherwise it fails. So, two cases in the slide can be presented like a question to the respondents.

Footnote:
Finding out how much customers are willing to pay: it is another pricing model which is very much dependent to other marketing strategies. It is a result of doing market research to find out the value of the product in customers mind and then setting a price on it. For instance, espresso in restaurant is served at cheaper price than hotel lobby or in a prestigious restaurant. Business owners need

to find out how much customers are willing to pay for a service or product.

- Circular economy features result in less costs
- Circular economy features result in extra costs

Unless adding circular economy results in less cost, marketers should trade off between adding circular economy features and excluding them. Then, they should ask customers if and how much customers are willing to pay for circular economy feature to figure out if adding the service will go over the cost or not. If adding circular economy feature results in cost saving then marketers should market it very well in terms of cost saved for customer.



Slide 74

This slide hints that revenue management is the other purpose of pricing. Hence, focus should not merely be on cost saving. Yield is another way of

discussing about profit. Yield is very broad and the presenter does not have to go further down in it.



Slide 75

This slide presents metrics in revenue management. Guest should know these metrics. They are widely used in hotel industry.

Footnote:
Occupancy or utilization: Result of dividing number of room nights sold by the total number of room nights available at a hotel or hotel groups.

Average daily rate (ADR) and Revenue per available room (RevPAR): €€€ They are two tools in pricing for

hotel rooms. ADR measures the average return on daily basis and includes several rooms in estimation. RevPAR estimates each room separately.

ADR is the result of dividing revenue gained from hotel rooms by the total number of room-nights sold in a period of time? RevPAR is estimated from dividing hotel room revenue by room nights available to guests in a period of time. Continuation of growth in ADR resulted in growth of revenue per room (RevPAR) in Hilton chain

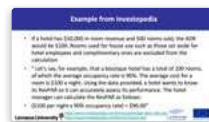


Slide 76



One simple example shows how RevPAR can be used. In the bottom of slide is some figures showing success of Hilton Europe.

Slide 77



One simple example taken from Investopedia shows the application of ADR and RevPAR.

Slide 78



This slide gives headlines on what will be discussed in the process section of 7Ps.

Slide 79



This slide defines channel, digitalization, and direct/indirect distribution.

Footnote: Channel is the way service/product is delivered to customers. There could be organizations involved in a channel. Channel in its basic form consists of a service provider and a customer.

Delivery of services can be done directly or through intermediaries. Digitalization has changed distribution systems and made it as a competitive advantage for corporations. Intermediaries are not necessarily bad. They can reduce number of contacts necessary for a business to do its job. Intermediaries can have local market know-how and help business to sell to more customers.

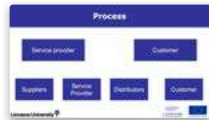
Slide 80

This slide shows levels in the process, there is no level for the upper relationship and two levels for the below.

Footnote: Channel is the way service/product is delivered to customers. There could be organizations involved in a channel. Channel in its basic form consists of a service provider and a customer. For instance, a SPA and its customer. This channel can be a direct marketing channel if there is no intermediary in between of SPA and customer. Channel can be of level one if there is an intermediary between service provider and customer. For instance, there is a third party service provider for booking tables and they book table for restaurant guests. Then, there is a one intermediary between restaurant and customers.

Channel can become more complicated. For instance, there are local farmers to supply meat, salad, and wine to the distributors. Distributors supply hotels and restaurants in the area. Restaurants have distributors that supply bakeries to the restaurant. Then, the kitchen can be outsourced to a catering company to cook and serve customers. This distribution network is much more complicated and harder to control.

How many levels do you see in channel below? 2 levels between customer and supplier. So it is of level 2, between service provider and customer is level one.

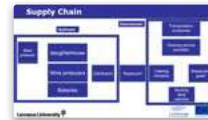


Slide 82

This slide shows what supply means and how it looks like for a restaurant. It also gives an example.

Footnote: Putting together different distribution channels of a company together result in something called supply chain. Supply chain consists of suppliers and other actors of the chain and business processes among them. Applying principles of circular economy on supply chain demands participation of suppliers, distribution agents, the company and customers. Success of a circular economy-based system is very much dependent to cooperation of all the actors and specially suppliers and customers.

This supply chain becomes circular if we succeed to close it. It means that if it can work like a cycle, like an ecosystem. This means zero waste. This means using renewable energies in transport, in kitchen, in booking. This means a systematic thinking that goes beyond one process, one function, or one unit. This means no single unit or small group of units become circular unless all the elements become connected. In this picture suppliers need to become circular, distributors need too. Otherwise no circularity. Diversity ensures the resilience of system that it does not shake or turn apart because of changes in the system. This term comes from an ecosystem that can find itself again after external changes. Success of technological systems to diversify itself lies within users and employees of it. Training, and commitment to circularity principles diversify supply chain across different locations, people, processes.



Slide 81

This slide shows two common channels in tourism industry.

Footnote: How many levels?

- 1 level
- 2 levels

Who are tour operators: they can be wholesaler. They buy bulk of seats, room reservations from principles. They provide reservations for travel agents.

They design the experience. They can do/design air travel, lodging, meals, entertainment, ground transport, sightseeing tours, special entrance fees

Who are travel agents: they are mainly retailers. They do travel reservations. They provide travel info.



Slide 83

The aim is to show what Hilton is doing in terms of changing processes to a circular one. There are different examples given in the slide.

Footnote: From Hilton:

Mattress recycling program:

Hilton Worldwide has a mattress recycling program for Serta model and box springs. Almost 85% of previously landfilled mattresses are recycled as a result of this program.

<http://www.greenhotelier.org/our-themes/waste/hilton-worldwide-announces-mattress-recycling-program/>

Mattress donation program: Recycling mattress through mattress donation programs: <https://www.tuck.com/mattress-disposal/>

Responsible sourcing: Hilton works closely with our supply chain to ensure that their activities meet our expectations as set out in our Responsible Sourcing Policy. We encourage our owners, managers, developers and suppliers to maintain at least the same level of commitment. In 2015, we conducted a mapping exercise of our global supply chain across a range of economic, environmental and social risks, including human rights. In the same year, we established a Global Responsible Sourcing Advisory Council, with representatives from regional leads on procurement and corporate responsibility and launched the Responsible Sourcing Policy which we have begun communicating to our key suppliers. It started with analysis of categories of seafood, meat and protein, produce, and apparel and linens. Strategies developed after audit, and guides on global decisions on implementations.

Reduce energy consumption: We also partner with our strategic suppliers to embark on an aggressive campaign to reduce energy use through more efficient lighting. Property level audits identify the best combination of lighting that will reduce energy usage and cost. This program is required for all owned and managed properties in the United States.

Soap recycling program: We also partner with SoapCycling and Soap Aid and are engaged with Soap4Hope, a soap recycling program of SealedAir/Diversey (one of our strategic soap suppliers) to support more than 75 hotels in Asia Pacific, Africa and Latin America. Across our partnerships, Hilton continues to be the largest multi-brand hospitality company currently participating in soap recycling with over 1,600 hotels recycling soap and amenities around the world.

Animal Welfare: In 2015, we committed to switching to cage-free eggs by December 31, 2017 for Hilton Hotels & Resorts, Waldorf Astoria Hotels & Resorts, Conrad Hotels & Resorts, Canopy by Hilton and DoubleTree by Hilton hotels. Additionally, by December 31, 2018, all pork products for these properties must be purchased from suppliers that house breeding pigs in groups rather than in gestation crates. These changes are being initially implemented in 19 countries where these products are currently available and will be adopted in additional markets as supply comes online.

Sustainable seafood programs: focusing on sustainability and traceability. Forbidding shark fin in menu, shrimp programs. Following our ban on shark fin across all properties globally in 2014, we began focusing on the sustainability and traceability of the seafood we source. Achieving Marine Stewardship Council (MSC) and Aquaculture Stewardship Council (ASC) chain-of-custody certification. In 2016, we announced a comprehensive shrimp program with Sysco and their Partico line to improve the responsible sourcing of our farmed shrimp for North America. As one of our largest volume purchases, this work has great potential to positively impact the regions that we source from.

we collaborated with World Wildlife Fund (WWF) on our recently launched Sustainable Seafood Goals. By 2022, we will source at least 25 percent of total global seafood volume for owned, managed and leased properties from MSC certified fisheries and ASC certified farms.

In addition, we have partnered with Totally Green to offer our hotels the Orca organic food waste disposal system. This technology disposes food waste on site, converts organic waste into environmentally safe water within 24 hours and reduces the amount of wet waste that goes to landfills.

Sustainable Forestry: Hilton expects its vendors and their suppliers of wood and paper products to



maintain compliance with laws and regulations pertaining to their operations and the products they manufacture. Hilton will not purchase wood or paper products made with illegally harvested or traded wood.

Responsible meeting: it is another way of serving customers in a responsible way. Suppliers are also on board to hold business meetings in a more relaxing, and wellness-based set. Trainers, food suppliers, event holders are collaborating together to prepare a responsible event.

Slide 84



Suppliers are very important part in processes and this slide shows supplier programs conducted by Hilton which in the end help to succeed with circular economy programs.

Footnote: From Hilton:

Supplier accreditation programs: To confirm the effective implementation and validity of LightStay, Hilton Worldwide commissioned KEMA-Registered Quality, Inc. - a Management Systems design company - to perform a series of third-party audits of LightStay.

Supplier diversity programs: We engage, support and create business opportunities in our communities for our key stakeholders: suppliers, guests, community members and owners. Diversity is continually promoted within our marketplace through our supplier diversity program, multicultural marketing to diverse customer segments, partnerships with numerous diverse non-profit organizations, and development of property ownership opportunities for women and minorities. 1550 women owned minorities and veteran owned minorities. Even 41 locations have gone with Marine stewardship council. 25% of seafood menu are sourced from either MSC or aquaculture stewardship council.

Supplier audit: The policy confirms that Hilton reserves the right to conduct unannounced audits and inspections of facilities to ensure that our suppliers are taking reasonable efforts to operate in a manner consistent with the policy. Violations or non-compliance may lead to termination of the supplier relationship.

Supplier education: Leaders in key internal functions (e.g. procurement, human resources, development, design and construction) and our key suppliers have been educated with respect to risks that have been identified as high-risk sourcing arrangements in the industry (i.e. recruitment and employment agencies). In the UK, we request our suppliers that provide employment services to conduct an ethical audit with a third-party auditor and/or desktop reviews, and to implement any suggested action items. In 2016 we launched a working group to expand and align our approach to other countries of operations, primarily in the Middle East.

Supplier award programs: Inclusive Sourcing Our goal is to forge strong relationships with our wide range of vendors and suppliers that reflect the diversity of our global portfolio of hotels and guests. Through our award-winning Supplier Diversity Program in the United States, we have cultivated relationships with more than 1,550 women, minority and veteran-owned enterprises. We are currently evaluating ways to expand our program to other markets.

Local Sourcing: Hilton Team Members and suppliers also look for local sourcing opportunities and form relationships with area farmers to collect and distribute products to our hotels. We work with suppliers to develop unique training for farmers related to handling, safety guidelines and insurance requirements needed to supply our properties. To date, we have more than 40 hotels in 11 major cities in Europe, Latin America, the United States and Canada participating in our local sourcing and education programs.

Supplier reporting: GRI, and Ecovadis: G4-21. Hilton reports on water, supply chain (upon request) and climate action through the Carbon Disclosure Project (CDP), as well as the standard Ecovadis and Ecodesk for customers and suppliers.

Slide 85

This slide is for defining vertical marketing and gives hints on how vertical marketing should be in tourism industry. On the right, there are examples of vertical marketing channel systems.

Footnote: From Hilton:

Vertical marketing channel systems:

A traditional marketing system is a system that each actor buys from the actor before and tries to sell it to the next actor. In a vertical marketing system, several actors go together and work on selling a single service and they divide the benefit based on a percentage.



Better buying lab: A lab owned by Hilton. It is a way of changing customers behavior toward the company desires. In 2016, we co-founded the Better Buying Lab led by the World Resource Institute to research and catalyze action that enables consumers to buy more sustainable foods. Leading companies in the food industry, behavioral economics and marketing are joining forces to try to shift diets to preserve the environment.

Clean the world: Hilton was the first major hospitality company to partner with Global Soap in 2011, which recently joined forces with Clean the World. We've been instrumental in providing operational expertise and expanding Global Soap's footprint. We continue to be the largest global hospitality company donating to the soap recycling efforts led by Clean the World P&G Tide. In collaboration with P&G and Tide Professional, we have developed several partnerships that offer laundering technologies and products, including P&G/Tide Professional and Ecolab Aquanomic Low-Temp Laundry Programs, that reduce water consumption by up to 40 percent and energy consumption between 50 and 75 percent. These programs improved washing processes and also resulted in a reduction in linen replacement. In collaboration with the Center for Sustainable Procurement and also WWF, we are partnering with the Center for Sustainable Procurement, to evaluate current waste and diversion practices and develop metrics to track, measure and report data.

Serta, Simmons, and Global Sustainability Solutions: In collaboration with Serta, Simmons, and Global Sustainability Solutions, our hotels in the US are able to recycle their mattresses and box springs rather than sending them to a landfill. The components of the mattresses and box springs are repurposed into various products with approximately 95 percent of the components being repurposed into new products. Bed frames are also recycled through the mattress-recycling program.

WEConnect membership: Through our membership with WEConnect International, an organization that empowers women business owners to succeed in local and global markets, we connect hotels throughout Asia with opportunities to consider diverse suppliers in their purchasing decisions.

International Youth Foundation (IYF): Hilton's signature partner in the youth development space is the International Youth Foundation (IYF). Through a holistic strategy, we have worked together to develop cutting edge preemployment and development programs and a research platform to identify obstacles that deter young people from entering into the hospitality industry. We work with IYF to conduct research that can help all industries identify the challenges that youth face in the countries where they operate and work to address those challenges.

Also, we created Passport to Success (PTS) for Hospitality, a soft skills training initiative, in partnership with The International Youth Foundation (IYF). In addition, internship programs in Brazil, Romania, and Mexico.

Girls2pioneer: In Singapore, we partner with UN Women and its Girls2Pioneers program, to provide opportunities and introduce youth to the hospitality industry. For example, we provide youth tours of our hotels and focus on the variety of careers within Hilton, in particular within Engineering and Finance functions.

Partnership with room to read: Since 2012, we have partnered with Room to Read, a global organization advocating for literacy and gender equality around the world, to directly support the education of youth – especially girls. As one of the organization's key partners, we have made a significant impact through direct support of Room to Read's programs and through creative Team Member engagement that helps Room to Read's community efforts thrive. To date, our partnership with Room to Read has equipped more than 70,000 young people in Asia with the resources they need to succeed. A year into our extended partnership with Room to Read, we made significant progress in creating opportunities for young people, particularly in India and Sri Lanka. The collaborative efforts between Room to Read and our teams have helped establish multiple educational institutions and literacy programs.

Partnership with Global fund: We partnered with the Global fund for children to support grassroots anti-trafficking efforts reaching 1,500 children around the world. Also, in 2015, we partnered with the Metropolitan Police, London Borough of Hammersmith and Fulham, the Royal Borough of Kensington and Chelsea London, and Westminster City Council to launch the

Operation MakeSafe campaign. This effort focused on child trafficking awareness raising, and included in-person training for hotel teams across London. It also involved all UK heads of housekeeping and our UK labor agency partners.

International tourism partnership on labor sourcing: Hilton does not build hotels, nor are we involved in the sourcing of labor for construction of hotels or related facilities. However, we work towards increasing our hotel owners' awareness of the risks associated with the conditions of recruitment, work and accommodation for construction site workers. We are also working with the International Tourism Partnership to raise awareness, share best practice, and develop positive mitigation tools in this area.

Support local actors on refugee crisis: Our hotels have been proactively engaged in supporting individuals being affected by the refugee crisis. Over 20 hotels across Europe are working with local partners to support individuals who have fled war and hardship.

Establishment of vital voices: In order to support the global fight against sexual exploitation, we launched the Global Freedom Exchange programme in partnership with Vital Voices, an international network.

Partner with US department of energy (DOE): With our company-wide ISO 50001 Energy Management certification, we continue to partner with the U.S. Department of Energy (DOE) to bring the DOE's Superior Energy Performance (SEP) certification and recognition program to the hotel industry. Three Hilton properties are now the first commercial buildings to receive DOE SEP certification. We also joined the DOE's Better Buildings SEP Accelerator initiative, making Hilton the first commercial company to join the partnership.

Member of Hotel Carbon Measurement initiative: We are members of the Hotel Carbon Measurement Initiative. The International Tourism Partnership and the World Travel & Tourism Council (WTTC) formed this initiative to set an industry standard to calculate the carbon footprint of hotel stays and meetings. All of our 4,900 hotels are able to report to this standard.

Member of WTTC climate change task force: We are also members of the WTTC Climate Change Task Force. The task force is designed to identify industry priority action areas for the future and evaluate industry progress against climate change commitments that were made in 2009.

Slide 86

Horizontal marketing is about companies in tourism industry networking with each other. And multichannel is a hybrid network consists of horizontal and vertical channel marketing.

Footnote: From Hilton:

Companies can network and offer interesting services at discounted price to customers. This way customers can have discounted services for at least two services. For instance, credit card companies can give deal for renting skis. So, capitals are shared, capabilities are also shared and marketing becomes more powerful. Better communication due to absence of layers between organizations. More flexibility, and better reporting. For example, Coca-Cola and nestle joint and made ready to drink coffee and tea available worldwide.

Hilton: We are a member of the Business for Social Responsibility (BSR) Procurement Leadership Group, a group of sustainability and procurement professionals across industries that explores innovative approaches to sustainable supply chains

WWF: In 2016, we continued our collaboration with World Wildlife Fund to support our environmental goals. We participate in the Corporate Renewable Energy Buyers Principles led by

WWF to advance renewable energy purchasing option. Also, water stewardship programs in accordance with World wildlife fund.

International tourism partnership (ITP): As members of the International Tourism Partnership (ITP), we collaborate with other leading international hotel companies on the ITP water working group, examining risks around water and ways we can standardize the measurement and communications of consumption in our industry.

Multichannel marketing systems:

Digitalization has brought possibility of marketing and sales of services via different channels. Different channel marketing means more sales for a company. For example, hotels use third party websites, travel agencies, their own website, and front desk to sell rooms.

Collaboration with eTemp: We collaborate with eTemp, a company that has developed a technology that reduces compressor cycle times in refrigeration units. All Hilton owned and managed properties in the United States are required to undergo an audit and install these launders and refrigeration devices where they make sense.

Partnership with event holders and meeting planners: In select hotels across North America, we engage our guests in on-site community projects as part of meetings and events offerings. We have also hosted similar events with some of our largest clients and partnered with meeting planners to integrate a service



Slide 87, 88



These slides give examples of Hilton works with diversity and inclusion of minorities in the business. These examples include horizontal and vertical networking.

Slide 89



This slide shows extensive possibilities that Hilton gives to its members to use their bonus. This should remind the participants the idea of App Store by Apple which is a one-stop shop to find, buy, and use applications.

Slide 90



This slide contains links for those who are interested to know more on processes in Hilton.

Slide 91



Thank you slide. Then, it should be opened for the participants to begin analyzing the case. Then, presenter or organizers collect answers of participants on case studies and begin analyzing with them.