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MARKETING MIX STRATEGY FOR NEW ISLAND BAR OF LA  
BELLE VIE HOTEL IN HA LONG BAY

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Marketing mix strategy for New Island Bar of La Belle Vie Hotel in Ha Long bay.

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The purpose of this thesis is to recommend a suitable marketing mix strategy for New Island bar of La Belle Vie hotel in Ha Long. The suggestion is based on theories of marketing strategy which includes segmentation, targeting, positioning, marketing mix 7Ps, micro and macro environmental factors. They are considered as the most effective methods to help New Island bar reach its business goals in Ha Long bay market.

According to this purpose, the author evaluated the customer behavior in a bar by an online survey questionnaire about habits, hobby, attractive factors in a bar and also recommendations for improvement. After analyzing the theoretical background, macro-environmental factors such as economy, politics, culture and technology were mentioned to understand how they affect the development of New Island bar in terms of attracting and satisfying potential customers. Finally, marketing mix 7Ps as well as segmentation, targeting and positioning would be implemented to come up with new solutions so that New Island bar could attract more customers and improve its marketing mix activities.

In terms of the empirical part of this thesis, the data was achieved by reliable sources and academic books. The background information of La Belle Vie hotel and the New Island bar was achieved via its official website, through a personal interview with Ms. Vu Tuyet Nhung, the sales manager of Hong Huyen company. Besides, some of the other information could be shown as personal working experience of the author. Nonetheless, the crucial internal and external factors that affect New Island bar were described, such as economy, politics, nature, technology and so on.

Last but not least, the survey which gathered customer insights towards La Belle Vie hotel and it also reflected the consumption style currently in Vietnam. Nevertheless,

the personal interview which was held with Ms. Vu Tuyet Nhung would help providing more details about business goals, orientation and resolution of New Island bar in marketing mix activities. Finally, the author gave some recommendations which are suitable and matching with current situation of New Island bar so that they can deal with attracting customer's attention and maximize the profit as well as efficiency in launching bar. The improvements would be variety choices of products, promotional discount, advertising and so on because they are implemented based on mentioned theories earlier.

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## 1 INTRODUCTION

The development of economy leads to a positive result for living standard and income of people. Therefore, the demand in hospitality and tourism is more and more popular and there are many countries setting up hospitality and tourism as their competitive edges in the economic structure. In Vietnam, hospitality and tourism sector is considered carrying a lot of potentials. After almost sixty years of developing since 1960, hospitality businesses have achieved many considerable successes contributing to the national economic development.

To embrace this trend, Hong Huyen Company decided to invest in its hotel brand named La Belle Vie in Hanoi. Appearing as a brand-new hotel, La Belle Vie has achieved some significant step for becoming one of the best hospitality business in the North of Vietnam. That is the reason why a new outlet of La Belle Vie hotel is going to be set up in Ha Long bay with New Island bar project as a key point of competition. It is very clear that new outlet will attract more customers and help gaining more profit once it has been launching.

In general, Hong Huyen Company decided to set up a new hotel instead of a stand-alone bar named New Island bar in Ha Long Bay because they can implement the current concept of La Belle Vie Hotel in Hanoi. Notwithstanding, the thesis author would like to concentrate on only New Island Bar project rather than whole La Belle Vie system because it is regarded as competitive edge. Therefore, the thesis author decided to analyse marketing mix model with price, product, place, promotion, people, process and physical evidence, which is named as marketing mix 7Ps model. Besides, the author also mentioned about segmentation, targeting and positioning model which is called STP model. The purpose of these researching was based on thesis author interest, knowledge as well as personal experience in hospitality field to find out how STP and marketing mix 7Ps model contribute to the succeed of new hotel outlet of La Belle Vie in Ha Long bay market. Comprehensively, the structure of this thesis included Chapter 1 with introduction of background and purpose of study as well as the thesis structure. Chapter 2 is about Problem setting and Conceptual Frame of Refer-

ence, which means Research problem and Research Objectives were referred at Problem setting part while the latter part will describe the combination model of theoretical and empirical parts. Chapter 3 mentioned the definition, the role and the goals of marketing for hospitality and tourism before analyzing internal and external factors effect to marketing in hospitality. Chapter 3 also contained the illustration of Segmentation, Targeting and Positioning theory as well as marketing mix 7Ps model with product, price, distribution, promotion, process, people and physical evidence. Nonetheless, chapter 4 would illustrate about basic information of La Belle Vie hotel and New Island bar project. Along with that description, internal and external factors which affect to marketing mix activities would be evaluated before explaining the current marketing strategy of New Island bar in Ha Long bay in chapter 5. Chapter 6 is a separate part about methodology and implementation plan. After that, chapter 7 would describe about research findings with the result of interview and survey. Last but not least, summary and conclusion in chapter 8 summed up all the research findings and analysis in chapter 8. Finally, the author suggested some recommendations for New Island bar to improve the quality of marketing mix strategy in chapter 9.

## 2 PROBLEM SETTING AND CONCEPTUAL FRAME OF REFERENCE

First and foremost, the research problem was how New Island bar can apply more effective marketing mix to attract more potential customers. Thus, the research questions which support for research problem were ‘What are the current marketing mix model that La Belle Vie hotel implements in running the bar in Hanoi?’, ‘How important do the existing customers perceive each of the marketing mix 7Ps in marketing mix model?’ and ‘What are the recommendations that could help New Island bar improving the quality of marketing mix strategy?’. In order to clarify these questions mentioned earlier, the author illustrated marketing mix 7Ps and STP model before briefing La Belle Vie and New Island bar introduction, structure as well as both internal and external factors influencing marketing mix strategy. Finally, the author would give some solutions to improve the efficiency of marketing mix activities for New Island Bar. That is the reason why the author had done research about STP model and marketing mix 7Ps model to find out if these models contribute to the survival of New Island bar in the very competitive market, in term of customer segmentation, price, product, promotion, place, physical evidence, people and process. As a result, the author would advise some marketing mix improvements based on these theoretical background.

The conceptual frame of reference is described as the model below:

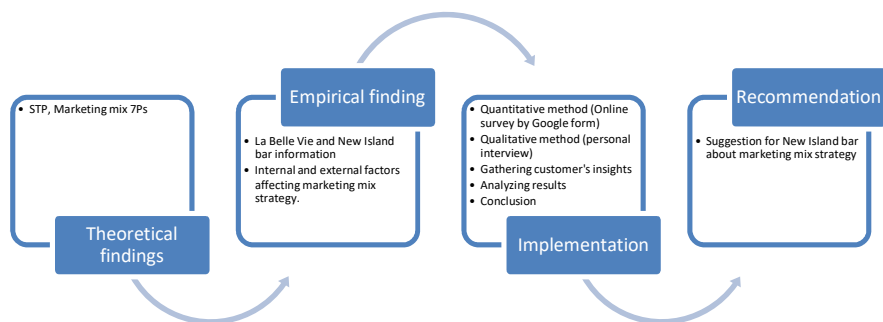


Figure 1. Conceptual frame of reference (Anh Nguyen Duy 2019)



As this author mentioned above, STP and marketing mix 7Ps were concentration theories. After that, implementation plan illustrated that quantitative method had been applied by Google form – online survey to gather customer's insights, for instance, age, purposes, expectation and so on to find out who the potential customers are before suggesting marketing mix strategy for New Island bar. Nevertheless, qualitative method which was the personal interview with Ms. Vu Tuyet Nhung helped clarifying La Belle Vie hotel and New Island bar introduction such as mission, vision, value, hierarchical structure, etc. Finally, recommendations were suggested simultaneously with a conclusion which concluded and also strengthened the coherence and connection among theoretical and empirical findings.

### 3 MARKETING MIX STRATEGY THEORIES

#### 3.1 The definition, role and goals of marketing for hospitality and tourism

Marketing for hospitality and tourism is the implementation of marketing in hospitality in tourism. It is a non-stop process, from the entry level worker up to board of director. It includes planning, researching and controlling every single business activity in order to satisfy customer and reach the planned goals. Marketing in hospitality focuses on researching about the development of tourism market, customer's behavior and hobby, payment, time schedule, etc. to propose suitable solutions so that the hotel products and services become popular and user-friendly. Moreover, they might help increasing the service quality, meeting customers' demand and ensuring long-term goals of a hotel. (Bowie & Buttle 2011, 4 - 5)

Nowadays, the development of hospitality accommodation, especially hotel, is dramatic and customer has more and more choices. That is the reason why every hotel has to consider setting budget for marketing to attract more potential customers. Besides, hospitality business must satisfy customer to win over other competitors. Therefore, the Marketing department plays an essential role in hospitality business and creating marketing strategy is a compulsory part of every hotel to reach long-term goals.

There are two factors making marketing in hospitality become more important. Firstly, the more hotels appear in market, the more competitive of hospitality business is. Thus, there is no better choice than focusing on marketing activities to strengthen leading position. Secondly, the customer demands have changed unpredictably. It means that the market is segmented deeply and widely. That is also the reason why marketing should be invested more to attract potential customers. So the marketing activities are very essential for the success of hospitality business. They impact directly to the customer's decision, satisfaction and as a result, they influence to revenue and profit of an organization. (Fyall, Morgan, Ranchhod & Middleton 2009, 12-13).

In general, the main purpose of marketing in hospitality are creating and maintaining the relationship between customer and hospitality business. Comprehensively, marketing contains researching and anticipating the current demand and how it would be in the future. Accordingly, implementation plan is created to meet the need of customer based on the sources of business. Good service will contribute to raise the customer's loyalty as well as level up competitive edges toward rivals and gain sustainable development in long-term period. (Fyall, Morgan, Ranchhod & Middleton 2009, 12-13).

### 3.2 Internal factors affecting marketing in hospitality

#### 3.2.1 The Hospitality business

The basic task of marketing is providing products and services to satisfy potential customer. Nonetheless, it requires more factors related to this hospitality business, especially the collaboration among departments. Before launching, marketing decisions must follow proposed strategies, targets and missions. In detail, a hospitality business should introduce potential market segmentation, service characteristic, etc. then marketing team would be able to direct how to create the most effective services.

Likewise, it is very critical that marketing department cooperates with other departments such as finance, laundry, food and beverage, reception, etc. because the succeed of every marketing strategy depends on the unified connection among departments. (Kotler, Armstrong 2013, 93).

#### 3.2.2 Supplier

Individuals or organizations that provide raw material for hospitality business are called supplier. Every hospitality business needs to adapt with changes from this factor, both directly and indirectly, by gaining necessary information about price, quality, production process, etc. and even the attitude of supplier to customer's rivals. The most critical element which hospitality business must concern is food hygiene and the origin

of raw material. If a hotel is strict in controlling these issues, the risk relating to not only marketing plan but also service quality, might cut down. (Kotler, Armstrong 2013, 93).

### 3.2.3 Marketing intermediary

Marketing intermediary includes organizations which support hospitality business in sale, promotion and distribution to customer. They help finding potential customers too. In hospitality field, marketing intermediary might be travel agency, hotel representative or other agency, for instance, market research, advertising, etc. guiding hospitality business to the probable market. Additionally, there are some other financial agencies like bank, insurance company and so on to help securing trading and dealing with related risks. (Kotler, Armstrong 2013, 94).

### 3.2.4 Customer

Every hospitality business target to customer and of course, customer satisfaction is a key point of successful business as customer's demand creates specific market. Usually, customer's demand is based on these points: income, purpose, age group or personal background. Each point can be a market segmentation. Notwithstanding, the travelling purpose is a critical aspect controlling customer behavior. There are 3 main groups of customer purposes in hospitality. They include leisure in which customer go on holiday or travelling. On the other hand, there are a lot of people travelling for business aim like trading, cooperation or investment. The other customers may travel for researching or even healthcare treatment purpose.

Each group need interacting in difference methods, therefore, hospitality business must focus on target customer group so that marketing plan would be suitable. (Bowie & Buttle 2011, 23).

### 3.2.5 Competitor

There are variety levels of competition that every hospitality business needs to concern. The first one is production form competition which means a hospitality business competes with its rival at the same kind of products or services and the same price. In this situation, customer will have variety of choices, therefore, suitable marketing decisions would be critical to attract customer using its services rather than competitors. Secondly, it is product category competition that hospitality business may compete with others in term of class of products. For example, in hospitality field, we can introduce to customer domestic tourism while our competitors offer international form. As a result, we should determine our sources before launching any marketing plan such as discount, special offer for public holiday and so on in order to be different from competitors. Last but not least, general competition occurs when there are many hospitality businesses offer the same kind of service. That is the reason why a unique marketing campaign is very essential to fascinate customer. Finally, budget competition is the broadest competition type because a hospitality business must achieve a bigger overview that there are a lot of business challenge in term of the same customer target. Therefore, a hospitality business should build a sustainable brand in a massive market to gain loyalty. (Bowie & Buttle 2011, 24).

## 3.3 External factors affecting marketing in hospitality

### 3.3.1 Economic environment

Economic environment includes interest rate, incomes and living costs change, global economic patterns and so on. That is the reason why marketing campaign also changes in term of dealing with the changing of economic environment. As a result, these elements impact to buyer's decision as well as the outcome of marketing strategy of each hospitality business. (Bowie & Buttle 2011, 19 & 20).

Take hotel occupancy as an example. Through the years, the room occupancy has changed a lot due to the specific period of economy. There was not so many customers during growth and trough period because it needed more time to attract customer at

the former time while the demand has decreased at the latter. Notwithstanding, the number of customers has increased at peak and reach the highest record by the beginning of decline. After that, it has went down before going up in the new period of economy.

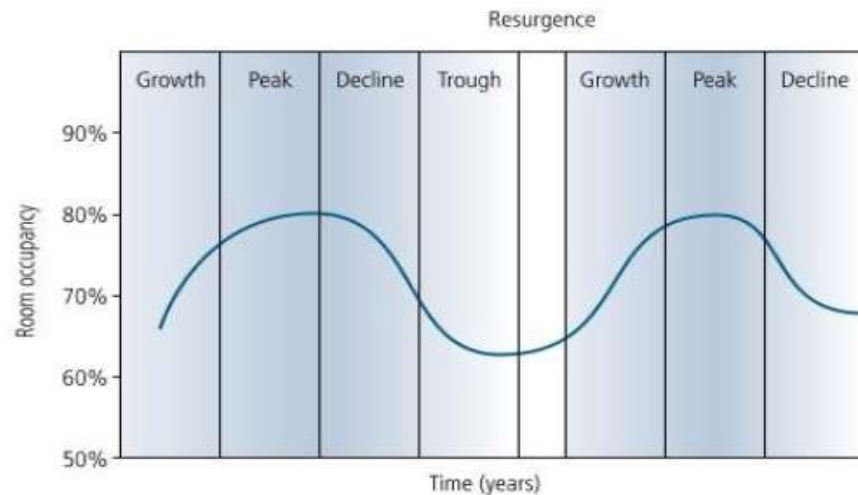


Figure 2. Typical hotel occupancy (Bowie & Buttle 2011, 20)

### 3.3.2 Political environment

Political environment effects dramatically to marketing of hospitality business. It includes laws, policies, legalization documents, etc. so that the government is able to control the economy. When a policy related to tourism and hospitality is approved, it requires marketers understand deeply and accurately before launching any marketing campaign to make sure not to break laws. That is the reason why marketing activities must be directed based on laws, regulations because of the main direction of economy. (Kotler & Armstrong 2013, 107)

### 3.3.3 Cultural environment

Culture is a system of traditional values, beliefs, perceptions and behaviors of a community in a specific location. Culture not only affects to marketing activities but also the business culture.

Each hospitality business needs to understand culture in specific location in order to be successful. Along with the flow of time, culture has changed due to the development of society and community. For example, Asian young generation tends to live independently and separately with their parents to enjoy life, rather than staying two or even three generations in a house. Therefore, hospitality business can come up with new services due to the changing of life perception. Besides, culture also effects the behavior of smoking or drinking based on regional areas. That is the reason why every hospitality business need to concern about those factors to achieve the highest outcome. (Bowie & Buttle 2011, 21)

### 3.3.4 Technological environment

Technology is the most tremendous factor that changes everything rapidly. Especially, in hospitality field, technology has been applied to maximize the productivity and efficiency so as to satisfy customer. Dishwasher, booking online, POS system in restaurant are typical example of applying technology in hospitality. In the future, technology has changed a lot such as Tesla technology, 5G communication and so on, therefore, hospitality business must follow technology news to keep updating and launching marketing strategies effectively. (Kotler & Armstrong 2013, 106)

### 3.3.5 Natural environment

Hospitality and tourism field depends on natural resources very dramatically. With some significant policies about nature conservation and water waste, hospitality field benefits and thus, it can create its competitive advantages based on nature. Take ecotourism as an example. Nowadays, more and more people want to enjoy in nature,

forest or some mountainous areas in the North of Vietnam. Embracing these trends, some tour operators create many ecotourism packages in Sapa that customers can enjoy life in rural areas of Vietnam, staying in traditional house of local people and eat local food. This trends have been spreading to other South East Asian countries like Laos, Myanmar, Thailand, etc. (Kotler & Armstrong 2013, 104 & 105).

### 3.4 Segmentation, Targeting and Positioning (STP) in hospitality business

#### 3.4.1 Market segmentation

Researching and entering new market is always the first and foremost element for every business. By gathering customer demand, business could clarify which segmentation should be focused on because each group of customer has its own need, which creates an independent market. For a hospitality business, market segmentation is the first step need to be done because it cannot offer services to all segments. That is the reason why there are four major variables in segmentation step. Firstly, geographic segmentation means markets are broken down in term of geographic units like regions, countries and so on because the potential customers living in each place have their own needs in hospitality business services while demographic segmentation contains the markets of demographic variables like gender, income or age group will decide the buying decision toward hospitality business in difference ways. Besides, psychographic segmentation includes factors such as social background, hobbies, personal habits while behavioral segmentation means markets are classified by knowledge and experience to the hospitality services.

For a hospitality business, when the number of current customers is not very much but the potential ones are available tremendously and separated in several markets. Therefore, this is a challenge of marketing mix strategy in term of product promotion when the budget for marketing is limited. When we determine the main customer groups, we should attempt to satisfy them in order to reach the highest efficiency. (Bowie & Buttle 2011, 102 – 105).



### 3.4.2 Targeting

After doing market segmentation, the second step is targeting. As the thesis author mentioned earlier, each customer group has specific demand to hospitality business, therefore, a hospitality business should concentrate on an aimed customer group which it can provide services and serve in the best way by all of its resources in order to maximize profit and customer satisfaction. There are different concentration strategies that a hospitality business can consider applying it in reality. Firstly, the totally concentration is a strategy which in this point, a hospitality business might provide a single product or services to a specific customer group. As a result, it can serve customer in the best way but the customer might not have much service to experience. Nonetheless, in focusing-market strategy, they offer variety of services for a targeted customer group that they have concentrated on. A hotel which follows this strategy might have opportunity to upsell other services such as tourism services or health retreat to gain more profit. Notwithstanding, it is essential to set up a clear plan for which services should be offered to customer. On the other hand, in term of service concentration, this is very popular with every hotel brand nowadays. They offer narrow choice of services for many targeted customer groups that they have concentrated on. However, this strategy requires sale and marketing department putting effort in attract more customers, especially tour groups from tourism companies. Besides, these hotel managers need to think about how to deliver service packages to each customer group. Finally, the spreading strategy suggests that a hotel could provide variety of services for everyone. This strategy might be impossible for a business because it is difficult to concentrate all of resources to maximize profit when it has aimed too much segments. (Wirtz & Lovelock 2018, 71 – 73)

### 3.4.3 Positioning

For hospitality business, positioning means setting up the competitive position for products and services toward other rival businesses. As a result, hospitality business has to think about marketing methods to raise brand awareness in the target segmentation. In detail, hospitality business could launch positioning step based on product

characteristics, price or quality. There are two strategies for positioning. The first is competing with current rivalry businesses, meaning that a hospitality business always has to come up with new marketing plan to compete directly with rival products. In this situation, the competition is based on the tangible factors such as place, products, etc. that hospitality business is going to provide to consumer. The other strategy is competing against with alternative product class. In this situation, a hospitality business might struggle against other company product which also meets the same demand of potential customer group. Therefore, hospitality business should differentiate itself by offering the unique and awesome experience that customers could only enjoy in this hotel or restaurant. Otherwise, they could hardly experience in other places (Bowie & Buttle 2011, 107 & 108). Moreover, the marketers of every hospitality business need to bear in mind is the core principles of positioning. They mention about the difference of a hospitality business services from competitors, good brand awareness of business in customer's mind, the simple but logical slogan and positioning stage must aim at specific market segmentation, not all. (Wirtz & Lovelock 2018, 75)

### 3.5 Marketing mix 7Ps

In general, marketing mix 7Ps is an expansion version of marketing mix 4Ps which means product, price, promotion, place and there are three additional factors are physical evidence, people and process because service is delivered from human (staff) to human (customer) in a specific area and it needs a coherence serving procedure to make sure that they can satisfy customer without any mistakes. They are very essential factors of marketing mix 7Ps model, which each hospitality business must intensify whenever running its business. (Website of Marketing mix 2019)



Picture 1. Marketing mix model in hospitality (Bowie & Buttle 2011, 32)

### 3.5.1 Product

In general, the evaluation of hotel quality based on how its quality matches with customer expectation before and after experiencing hotel services. According to this, accommodation services are classified in many levels. Firstly, the core product refers the product that customers expect to buy it for the basic demand. Secondly, the facilitating products is a kind of product or services that could attract customers to experience core products, such as check in, check out or restaurant in a hotel. Thirdly, the supporting products mean extra products which offer additional values to the core product and make it become unique to other rivals. For example, they might be spa or swimming pool service that customers would enjoy their holiday better rather than usual accommodation service. Finally, the augmented product is accessibility, atmosphere, customer participation, and customer interaction among each other and the hospitality business. The most important factor in the augmented product is atmosphere like physical environment. A good position will bring more additional values to customers such

as comfortable travelling, great view, tourism advantages, etc. All of these values contribute to the sustainable development of hotel. (Fyall, Morgan, Ranchhod & Middleton 2009, 139).

Moreover, a hospitality business which wants to be a market leader should think about develop innovative products. It might gain new idea through acquisition or research and develop by itself. This process comes gradually. The first and foremost step is idea generation, including internal sources, customers, competitors, suppliers and other sources. After that, idea screening will help selecting the most effective and possible ideas which are suitable with hospitality business mission, vision, core values, customer and so on before jumping to concept development and testing stage which develops ideas to product concept and test it in a small group of customer to gather customer's insights. Once the previous step completed, the marketing strategy will be in charge of developing marketing strategy to show new product until business analysis step is responsible for evaluating internal and external environment which effect to new product. Then the product development step suggests developing prototype from product concept so that the concept becomes a possible product before the test marketing step occurs to find some potential issues which could happen and understand how customers interact with new product. At the end, the commercialization step starts and new product is released. (Kotler & Armstrong 2013, 284 - 285)

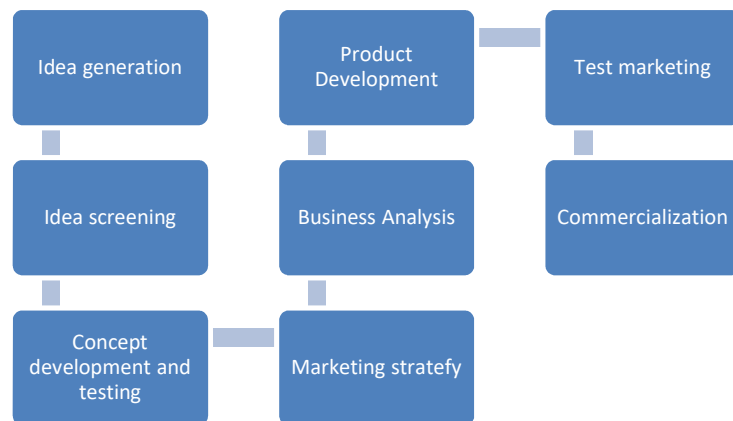


Figure 3. New product development process (Kotler & Armstrong 2013, 285)

### 3.5.2 Price

Price is amount of money that a customer has to pay to enjoy hospitality product. Moreover, price is an essential part of marketing mix that we have to concern about. There are many internal factors that a hospitality business need to consider when setting up price. The first factor is marketing objectives including survival, profit maximization, market leader, product quality and other objectives like using price to compete or maintain the current market. Secondly, because the price is a part of marketing mix, that is the reason why price is effected whenever marketing mix strategy is launched. The costs, with both fixed costs and variable costs contribute to setting price because the price must cover all the costs before reaching profit. Nevertheless, the organizational considerations suggest a hospitality business may think about who is responsible for setting price, top management level or sale and marketing department. Besides, there are also some external factors effecting price such as market and demand as the relationship between price and demand will decide how price would be. The more demand is, the higher price could be set and this situation happens also in the opposite way. Additionally, competitors' prices and offers requires researching how competitors make price and it will give a basic idea of setting price for a hospitality business. For example, it might set the price close to competitors to maintain the sustainability of market or even set higher price to differentiate from competitors. Plus, other external factors related to macroeconomic environment such as inflation, recession and so on also effect indirectly to pricing (Bowie & Buttle 2011, 184 - 186).

In general, there are several general approaches for pricing are using nowadays. First and foremost, the price of cost-based means the price is set by combining with amount of costs in retail price. Secondly, the break-even analysis and target profit pricing, or it is called target pricing, mentions about a hospitality business which follows this approach will set the price to reach the break-even point. The formula for break-even point calculation is  $BE = \text{Fixed costs} / [\text{contribution} * (\text{selling price} - \text{variable costs})]$ .

Nonetheless, the buyer-based pricing advises that a hospitality business can identify values of product in customer mind then setting up price equally to these values while the competition-based pricing which is based on competitor's price. A hospitality may

set price similar or a little more or less than rivals and it does not concern about cost or need. (Bowie & Buttle 2011, 187 – 188)

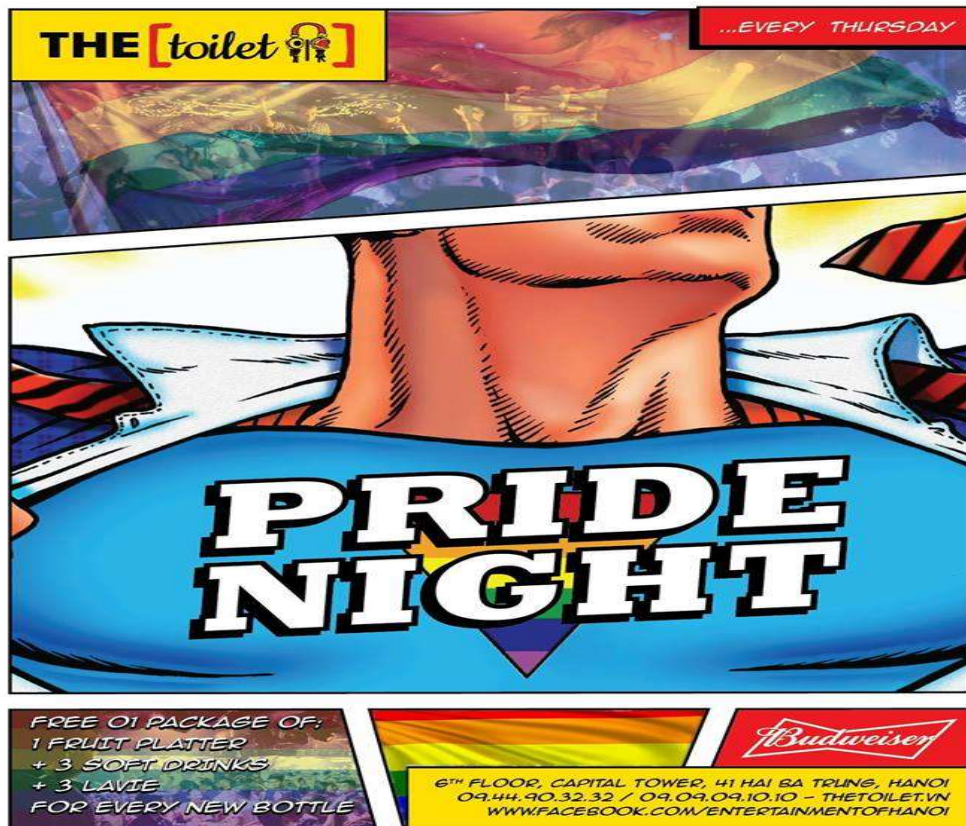
Notwithstanding, when a product has been over with its life cycle, a suitable pricing strategy is necessary if a hospitality business wants to release new product or service. These are some pricing strategy for new release products in hospitality field. The prestige pricing needs to be recommended firstly as a hospitality business may consider setting high price as it provides high-end products. The second strategy is market-skimming pricing which seems suitable in short-term when the customers do not care about price and moreover, their needs in hospitality business are more than supplying. However, if competitors enter the market, it may cause lower in price because there are more service suppliers now in the market. Thirdly, the market-penetration pricing tends to apply low price might be applied to attract as much customers as it could to dominate the big amount market shares. (Kotler, Bowen & Makens 1998, 427)

With current products which are still used to make profit, a hospitality could think about these pricing strategies below in order to increase revenue. The product-bundle pricing is an option that a hospitality business can sell a package containing many kind of services at a reasonable price. For example, it might be afternoon high tea including tea, coffee, snack and junk food that every 5-star hotel brand has applied all over the world such as Melia or Marriot. Sometimes, the price can be changed by several times depended on how the situation is. It is necessary to refer volume discounts which means an attractive discount price for individuals or organizations that buy products or services in a very large number. The more they buy, the more discount they receive. This strategy is often used for tour wholesale, event and convention companies or even company which wants to hold a meeting because they are potential customers who are willing to acquire big number of services at once. Besides, the price depends on time of purchase when many hospitality businesses offer seasonal packages to boost revenue during quiet period, especially winter time. Additionally, happy hour is also a typical discount applying in every bar, restaurant and hotel which customers can enjoy food and drink with a very attractive price in a limited time period. The most special strategy is discriminatory pricing means the price is different based on gender, nations, etc. during short-term or promotional time. Take lady night as an example. Many bars in Hanoi such as Camelia or Toilet Club offer Lady night with attractive discount for

group of ladies wanting to enjoy night time in these bars, such as champagne with cold-cut or welcome drinks. Even LGBT (Lesbian – Gay – Bisexual – Transgender) community also benefits from some other specific days for that customer segmentation events.



Picture 2. Lady night offer in Toilet Club Hanoi (Website of Toilet Club 2019)



Picture 3. LGBT night offer in Toilet Club Hanoi (Website of Toilet Club 2019)

Meanwhile, the last-minute pricing offers opportunity for the unredeemed products at very huge discount in order to cut costs as well as increase the revenue of a hospitality business. However, the most strategy applied nowadays is psychological pricing. This pricing strategy is implemented in almost hospitality businesses. Thus, they offer price very psychologically, meaning that customers tend to pay for products or services based on their impression and attitude. For example, Jacksons steakhouse restaurant usually offers full 3 courses lunch set with only 15\$ and they never forget to suggest that a customer only pays approximately 3.5\$ to get another lunch set. It is very unre-sisting offer for a couple or business partner meeting.





Picture 4. Set Lunch at Jacksons Steakhouse (Website of Jacksons Steakhouse 2019)

Finally, the promotional pricing happens during promotion period when a hospitality business may offer services below cost to attract more customers. Notwithstanding, the key point here is the promotion services might lead customer to buy another services. For example, some hotels offer customers free spa and massage but the time for treatment the reason why they can be very long, about 2 hours and it usually start at 9am and finish at lunch time. That is one of the most effective method to upsell more food and drink. (Bowie & Buttle 2011, 198 -201)

### 3.5.3 Place

Distribution in the hospitality business is a totally different process from the distribution of ordinary physical products. If the distribution of a physical product is bringing the product to customers based on to certain distribution channels, the distribution in

the accommodation service business is the process that the business offers services so that customers can learn, access and use their services. In order to implement this process well, most businesses must rely on intermediaries, because the demand for accommodation products often comes from many different sources of customers and is very elusive. (Bowie & Buttle 2011, 210 - 211)

Nowadays, in order to reduce the complicated and overlapping transactions, every well-known hospitality brand often used the indirect distribution channel to deliver services to customers. They are intermediaries which already launch a network of service distribution to help customer booking in a hospitality business. The travel agents are a typical example. A company is invited by a hospitality business to visit its property to gather other necessary information such as promotion events, hotel packages, etc. before launching the marketing campaign through its publications or website to attract customer's attention. As a result, when a customer is introduced to booking system of a hospitality business and pay successfully, the commission will be delivered to travel agents quickly. (Bowie & Buttle, 213 - 214). Meanwhile, tour wholesaler often signs a lease contract about rooms or other services in a predetermined period. They also make an agreement with hospitality business about the number of rooms, time of use as well as the date of cancellation if the tour company cannot sell the product. The biggest advantage in choosing tour wholesaler is that they can ensure the consumption of products is quite balanced and constant. Nonetheless, when selling products through travel agencies, hospitality businesses often have to sell at very low prices than they expect. The price of this product sold through this intermediary depends largely on the popularity and operability of tour wholesaler, as well as booking methods and payment methods. The distribution of hospitality products through tour wholesaler is beneficial for both sides. The presence of well-known accommodation facilities will make travel programs of travel companies attractive and unique. At the same time, when choosing wholesaler as a link in distribution channels, accommodation businesses will have the opportunity to promote the quality and reputation of their products in a large market. Meanwhile, concierge and other front-office staffs are also a good choice for upselling hospitality services such as restaurant, spa, gym, convention and so on. Because they are the first one who interact with customer initially, they have huge opportunity to introduce current service packages as well as promotional

events happening in hotel. The more services they sold, the more bonus they earn at service charge. (Bowie & Buttle 2011, 216)

In conclusion, the distribution in marketing mix plan is described by the figure below:

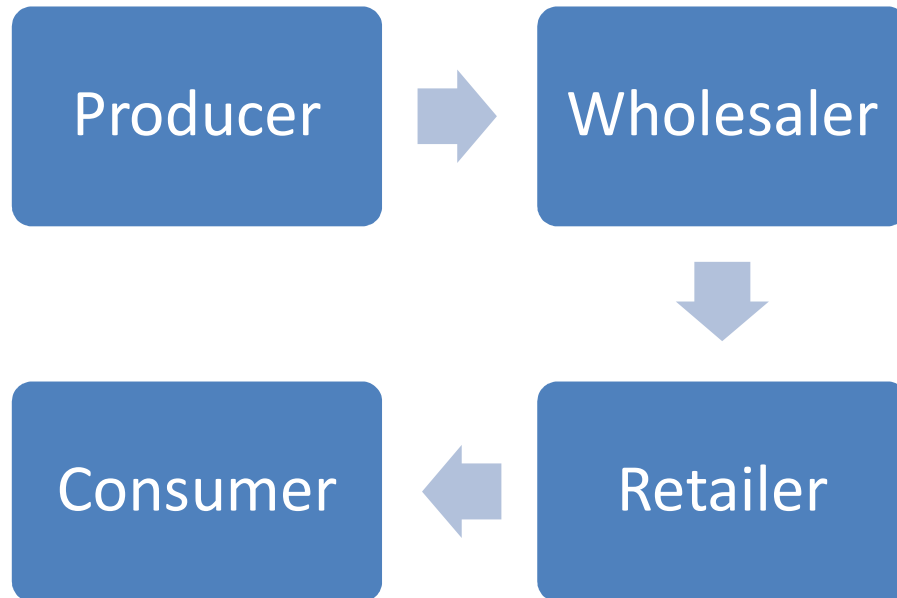


Figure 4. Distribution channel (Kotler & Armstrong 2013, 367)

#### 3.5.4 Promotion

Promotion activities include advertising, direct mailing, sales promotion, product display, flyer production, Internet communication and public relations activities. Promotion activities make potential customers aware of products, to stimulate their taste, stimulate demand and often provide incentives to purchase.

Direct sale is the oldest but most effective and most popular method. One must choose each target customer to minimize wasted time. A sale person can arrange a presentation with each customer once in contact with the customer. Clearly state the benefits of each product from the consumer's point of view, responding to each customer's needs and inquiries, explaining the questions and ending the sale by promising customers' products. In addition, people can now use telemarketing methods, direct marketing, information will be exchanged directly on the website or email. A lot of resorts in Danang and Nha Trang have applied this promotion. They find customer in variety of

sources and arrange them to participate in special sale event. In this event, a sale representative will describe about the resort and the beautiful picture of romantic holiday in those resorts. When customer agrees to pay for packages, a sale manager will come and offer payment method. (Wirtz & Lovelock 2018, 204 & 205)



Picture 5. Cocobay Danang direct sale (Website of Condotel 2019)

### 3.5.5 People

Hospitality business is one of the service industry that people (staff) provides services to other people (customer). Those people also share their opinion of these services to another people (other customers). Besides, hospitality services depend on the time and people who contact with these. Thus, people factor plays a crucial part in the succeed of services as well as reputation, customer satisfaction and as a result, business revenue. That is the reason why hospitality business is considered as high contact organization because of the importance of people interaction. With this idea, human policy today is one of the factors that are always invested and developed because staffs are socially recognized and considered as a leading factor in the success of tourism products. In general, the policy of people in marketing - mix needs to solve the two basic issues. The first issue is training personnel: the training must be held regularly and continuously in accordance with the development of the market and trending. Another is internal marketing communication, which allows all of leader team and staff to achieve the best connection in workplace to deal with customer's demand and other unexpected incidents. Therefore, every staff in a hospitality business should focus on internal marketing to collaborate smoothly because customer with word of mouth power will tell to the others about his/her feeling of a hospitality business negatively

or positively, depend on how well in service that hotel provides. (Fyall, Morgan, Ranchhod & Middleton 2009, 144 - 149)

### 3.5.6 Process

The operation of all service in the hotel is carried out based on a certain process. The service processes are not the same in different parts. However, they all have some common factors that need to be done according to a common cycle called line operations.

The line operations for a hotel is the process including the stages of a hotel's consumer since the guest begins to use the product and ends at when the customer finishes the product and leave the hotel. The hotel process is expressed in a process consisting of four stages. The first stage is before coming to hotel. It starts when guests contact the hotel to make their reservation requests. This can be done by phone, email, fax or directly at the hotel front desk. After that, the second stage occurs when customer arrives hotel. Then, the third stage happens when customers are staying. During their stay at the hotel, they need to consume a variety of products. In most cases, guests often go to the reception department to place a request or they can go directly to the service provider's outlet in the hotel, so this part needs to be well connected with other parts, always with specific and clear communication to deliver best service for customers. Finally, customers will leave the hotel after staying.

To improve the quality of process, there is an effective tool named 'service blueprint' which is described as a process mapping, from the initial step to final step, including the interaction of every involved person in the process via variety of touch points. By applying this tool, a manager is able to control the quality of serving procedures because it is very clear to clarify which steps take most of time or it can help determining workforce salary in order to be economical in finance management. (Fyall, Morgan, Ranchhod & Middleton 2009, 151 – 152)

### 3.5.7 Physical evidence

The 7th letter of marketing - mix is tangible elements, where services are created. Customers and service providers also communicate to each other by this. This factors impact customer psychology, help them understand and build trust with the service. Investing in tangible elements such as lobby, buildings, furniture, office work, uniform for employees, equipment used in the work process, as well as products services, people, methods convenience, image advertising to increase the reputation of hospitality business. Thus, there are two types of evidences that hospitality manager should concern about. The first one is peripheral evidence is one part of purchasing step and it has less or no independent point in the whole service. Notwithstanding, it should be designed as a marketing message to impress customer mind such as a pen, postcard or even a napkin. The latter is essential evidence which is the most important evidence in hospitality business such as hotel property like building, restaurant facilities, lobby and so on. (Fyall, Morgan, Ranchhod & Middleton 2009, 153)



Picture 6. Melia Cava Lounge - essential evidence (Website of Melia 2019)

## 4 LA BELLE VIE HOTEL AND NEW ISLAND BAR PROJECT

### 4.1 La Belle Vie Hotel

Located nearby the West Lake – the biggest lake in Hanoi, La Belle Vie Hotel is one of the most recognized 4-star hotel brand. This hotel is owned by Hong Huyen Trading Company. It was built in 2006 and ready to welcome the very first customers in 2010. Among many green trees and peaceful atmosphere, La Belle Vie Hotel is an excellent place of cuisine, leisure, shopping for both business customer and travelers. This place is also suitable for picking up customer at the Noi Bai airport and travelling around city center. It takes only 10 minutes to city center, 40 minutes to the airport. Besides, there are many famous sightseeing such as Tran Quoc pagoda, Quan Thanh temple, Ho Chi Minh mausoleum, Long Bien bridge and also a great view to Red River and West Lake. (Website of La Belle Vie 2019)

After almost 10 years developing, La Belle Vie Hotel is well-known about providing careful and friendly services to high-end customers, especially elegance and unique accommodation standard.

### 4.2 Vision, mission and strategy of La belle vie Hotel.

Based on the goal of becoming one of the best hospitality management company, Hong Huyen and La belle vie Hotel set up their own vision, mission and strategy. In term of vision, La belle vie Hotel not only creates amazing experiences for customers but also builds a business culture including stakeholders, shareholders and community so that they can develop and win together. Nevertheless, the mission of La Belle Vie hotel is becoming one of the best hospitality brand in North of Vietnam 2025. In order to achieve this mission, the Board of Director has introduced some strategies such as 'Winning by true power', 'Excellent implementation', 'Branding', 'Regional development' and 'Achieving out-standing goals'. To make sure that those strategies above are done, there are also three compromises that every staff in the hotel attempt

to achieve which are 'Do it right', 'Do it better' and 'Do it in teamwork'. (Nhung, personal communication on 24.05.2019)

#### 4.3 Structure of La belle vie Hotel

The structure of La Belle Vie Hotel is a combination of hierarchical and functional type. The General Manager (GM) administrates directly in all sectors. However, each department can be controlled independently and creatively by each Head Manager to develop the whole power of the hotel. In general, the personnel of hotel are divided into ten levels with three main manager team. The first team is Executive Committee including the General Manager, Food and Beverage (F&B) Director, Director of Sale, Director of Human Resource, Director of Finance, The Director of Engineering and Director of Security. Secondly, each department is also divided into small groups managing by one manager who is responsible for administration and supervision. They are called Head of Department. Nevertheless, assistant manager and supervisor level is responsible for supervising staff and supporting for upper level manager in administration.

The total number employees of hotel are about 200. There are many professional training programs for every employee. They include orientation training, working skill training, brand awareness, fire protection system training, cross training, etc. Furthermore, there are also up-to-date training programs that meet the working requirements. Especially, manager teams are offered administration training program frequently so they can apply into daily working tasks effectively. Thus, the La Belle Vie hotel staffs are very professional, friendly and careful. They always collaborate and support mutually to provide the best services to customers. These are some essential departments in La Belle Vie hotel which should be introduced.



#### 4.3.1 Sale and Marketing Department

In general, the main task of Sale and Marketing department is raising the brand awareness of La Belle Vie hotel in every market size, finding more potential customers and taking care of current ones in order to maintaining the highest occupancy level.

#### 4.3.2 Human Resource Department

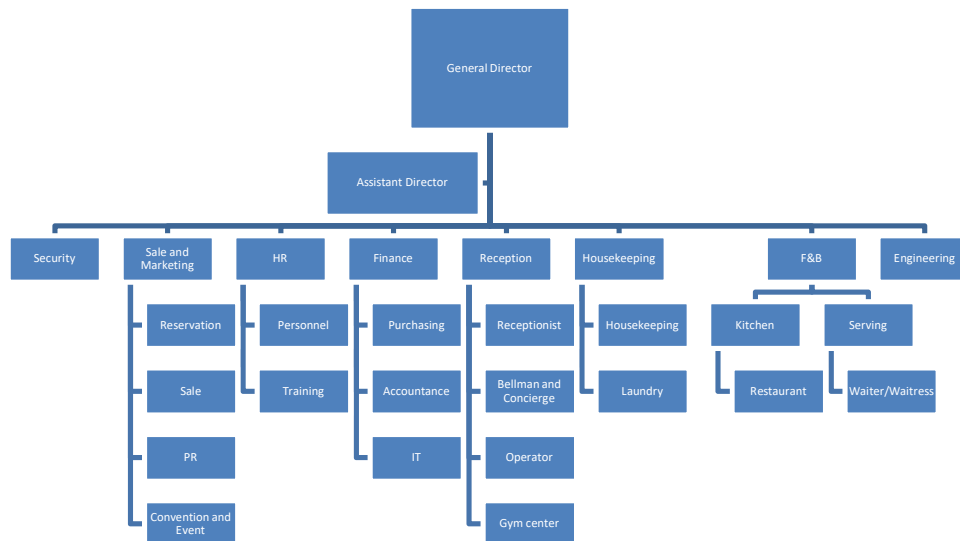
Their main duties are recruitment, training and orientation. Besides, Human Resource Department is also responsible for sharing information about labour law, hotel regulations and internal communication.

#### 4.3.3 Finance Department

This is the department which has to be in charge of financial reports and plans before reporting to the owner – Hong Huyen Trading Company. Likewise, Finance Department also concerns about cost controlling to make sure that every financial policy is followed. Therefore, Finance department plays an important role in maximizing profit by guiding other departments to reach the financial goals.

#### 4.3.4 Engineering Department

There are many skilled workers in this department, including carpenter, plumber, electricity technician and other fields. Engineering Department takes care of fixing and maintaining hotel facilities and amenities.



Picture 7. La Belle Vie hotel hierarchical structure (Nhung, personal communication on 24.05.2019)

#### 4.4 New Island bar project

There is a brand new La Belle Vie hotel which appears in Ha Long bay, New Island bar is also set up inside it. Located at the rooftop of La Belle Vie hotel, New Island bar is a perfect place for enjoying holiday time. With approximately 200 meters square, New Island bar is divided into two zone as inside club and outside swimming pool. There are about 100 seats inside club area, including bar-counter chairs, table with sofa on the ground and four VIP rooms on the first floor with separate spaces for group of people who want to experience personally. Especially, the main bar is set up inside but for some special events such as pool party, an additional bar will be set up near the swimming pool in order to serve quickly. (Nhung, personal communication on 24.05.2019)

Usually, the opening time of New Island bar is from 17.00 until 2.00 of the following day so that customers are able to spend whole night with a great view to seaside and nip variety of amazing cocktails and snack like tapas. The price depends on which kind of drinks. For example, a customer can only pay from three dollars for soft drinks or

local beers but the price might be higher for cocktails with about six dollars or even 400 dollars for a bottle of high-end spirit such as whisky, cognac or aged wine.

## 5 MARKETING MIX STRATEGY OF NEW ISLAND BAR

### 5.1 Factors influencing marketing mix strategy

#### 5.1.1 Hospitality business

When New Island bar is set up along with La Belle Vie Ha Long, the orientation is very clear that it is going to concentrate on 5-star brand providing high-end services for tourists or business travelers who are affordable to pay. Therefore, the marketing mix strategy of New Island bar must aim at these potential customers. During practical training time of the thesis author in La Belle Vie hotel, there is a strong solidarity of every department for the highest goals. Nonetheless, the image of New Island bar is very respectful because of aiming at high-end customers so the marketing budget should be corresponding to the scale of bar. It must include the investment cost for products and services, facilities and amenities as well as training, etc.

#### 5.1.2 Supplier

Because of the professional in term of managing of La Belle Vie hotel, there is a Purchasing department which supports New Island bar in choosing the best suppliers to make sure that quality and price are well-balanced. It is very important because as a competitive edge of F&B department, New Island bar must be aware of the food hygiene and the origin of raw material to prevent food poisoning or related legalization issues. Most of suppliers are available in Bai Chay and Ha Long market, which means that the transportation and availability of raw material are always available and at the lowest costs.

### 5.1.3 Intermediaries

In general, the intermediaries of New Island bar are tour agency and tour wholesalers that always suggest customers enjoying their time in one of the most beautiful bar in Ha Long – New Island bar. The third party which introduce customers to New Island bar will get 5% commission based on the customer's bill. That is the reason why the intermediaries are excited in promoting the brand image of New Island bar to every customer. Besides, newspapers and magazines are regarded as very effective intermediaries in spreading services and promotion events to potential customers.

### 5.1.4 Customers

The main customers of New Island bar are high-end class, afford to pay for the bar's services and especially, they request very high standard services. At the beginning, there are variety of tourist from many countries of the world and they are very sophisticated in term of cultures and difference demand. Usually, most of tourist are from France, Germany, Japan and China and the business travelers take the considerable number. Nevertheless, tour agency or tour wholesaler are considered as potential customers because they provide customer very stably such as Global Tour agency which introduces customers very frequently and at very high number.

### 5.1.5 Competitors

There is an explosive development in hospitality and tourism in Ha Long bay. Thank for the investment in facilities of Quang Ninh province, it is convenient for hospitality business and it turns out to be a competitive market in the North of Vietnam. Thus, there are more and more high-end hotel brand appearing and competing directly with New Island bar at the same segmentation. For example, Vinpearl Ha Long bay resort, Novotel Ha Long or Ha Long DC are the typical competitors because they are located with a great view to the seaside and a unique architectural structure which attract customers' attention easily. Moreover, there is also a new hotel named Royal Lotus which have recently been established and it becomes a considerable competitor in this market because of the combination of Asian and European architectural style as well as the

close distance to Ha Long port. Notwithstanding, this is a newcomer so it might take time to attract more potential customers. As a result, it might not be a direct rival of New Island bar but it still remains as a potential competitor in the future. Nonetheless, there are many medium and small hotel which cannot compete directly in services or products but they can attract customers by low price. In fact, this situation leads to a dramatic challenge in the market. Therefore, New Island bar must concentrate on suitable price, promotion events as well as upgrading the quality of services to survive in Ha Long bay market. (Website of Dulichvietnam 2019)

#### 5.1.6 Economic environment

The expectancy of Vietnam in term of economy is very positive because it will benefit from many free trade agreements such as EVFTA (Europe Vietnam free trade agreement) with European Union and CPTPP (The Comprehensive and Progressive Agreement for Trans-Pacific Partnership) with 11 countries through Pacific Ocean. After reaching 6.8% of GDP in 2017, it continued to be peak at 7.1% because the economic activities were very effective such as manufacturing industry for export. Besides, CPI (Consumer Price Index) remains at 3.5% and it is still controlled according to State Bank of Vietnam. Moreover, monetary policies also keep the balance between macro economy and sustainable development. However, the postpone of restructure in national businesses and banking sector may affect negatively to financial situation and decrease the expectancy of development in short-term. (Website of Thoibao-taichinhvietnam 2019)

The most important factor should be mentioned is that the facilities of Ha Long city are invested dramatically and they are going to be ready in use. For example, on September of 2019, the highway Ha Long – Hai Phong was open to public traffic while the Van Don international airport is expected to operate officially in this December. Currently, the distance among Ha Long and other cities is shortened. For instance, it takes only 1.5 hours from Hanoi to Ha Long (130 km) and almost 30 minutes from Ha Long to Hai Phong. Therefore, the development of traffic facilities turns out to be a inspiration of hospitality and tourism. Within the first nine months of 2018, there were about ten million tourists, especially including 3.6 million of foreigner tourist.

Additionally, within five lastest years, Quang Ninh has been attractive to over one hundred tourism projects with total investment bygone 5.5 billion dollars. There are many key projects that have been completed and as a result, they create a professional tourism service ecosystem, concentrating mainly in Ha Long. (Website of VNEconomy 2019)

#### 5.1.7 Natural environment

Ha Long city is belonged to Quang Ninh province, located approximately 200 km to Hanoi. This is the center of Quang Ninh province, in term of polictic, economy and culture. Especially, Ha Long city contains a lot of tourism potential not only Quang Ninh but also be considered as a tourism symbol the North of Vietnam. There are some typical potentials of Ha Long city which are regarded as significant strength points of this market. Firstly, Ha Long bay is famous for unique scenery and geology-geomorphology all over the world. It was recognized as a World Heritage site by UNESCO in 1994 and 2000. Moreover, it was polled as one of new natural wonders by New Seven Wonders Foundation (Website of UNESCO 2019). There are also many necessary elements for developing tourism such as visiting, leisure, adventure, religion and so on. Moreover, there are a lot of significant tour sites which has been recognized by the Decision no. 2685/QD-UBND at September 15, 2015 from Quang Ninh Provincial People's Committee. For example, they are Bai Tho mountain, Tran Quoc Nghien temple, Long Tien pagoda, etc. Nevertheless, there are also many modern entertainment places such as Ha Long Ocean Park, Vincom Commercial Center, Vinpearl Ha Long Bay resort, etc. They are the movivation for local region development. Nonetheless, there are 595 tourist accommodations, approximately 10.500 rooms, in around 100 hotels up to 5 stars. Some market leading hotels – potential competitors of La Belle Vie - in Ha Long city are Royal, Muong Thanh, Novotel, Vinpearl HaLong, etc (Website of Ha Long Bay 2019). The system of markets and shopping areas is diverse and abundant. Currently, Ha Long city has about 20 markets, including five first-class markets (Ha Long market 1, Ha Long market 2, Ha Long market 3, Vuon Dao market and Hong Ha market), and other second-class

and third-class markets. Besides that, there are variety of souvenir shops, mainly in Bai Chay area.

#### 5.1.8 Political environment

Every marketing activity is influenced by political environment. In general, Vietnam has a stable politics as there is only Communist party which orientates all of essential policies. Since 1986, Vietnam had been transformed from socialism to market economy that allowed opening private business much easier. Especially, when the embargo made by American government was eliminated in 1995, it turned out to a great opportunity for not only domestic but also international business investing in Vietnam. Notwithstanding, there are some issues such as restriction of public speech or complexity of entry procedures for international visitors that Vietnamese government should concern about that. (Website of Chinhphu 2019)

#### 5.1.9 Technological environment

Nowadays, technology has developed rapidly and it contributes dramatically to every industry sector. Especially in hospitality business, up-to-date technology helps reducing workload and increasing work efficiency. For example, New Island bar is going to be linked with La Belle Vie hotel website and Facebook fan page so that customers can browse and make a reservation easily than making a phone call or coming to reception counter.

In general, Vietnam is not an innovative country about information and technology because of the lack of necessary facility. However, the use of high-tech devices and applications is very considerable. For instance, the number of Facebook users in Vietnam was nearly 77% in 2018 and it is anticipated to reach the same number of Mexico in the next five years. This is a very essential news because as a potential hospitality business, New Island bar must focus on marketing through Facebook as well as other social network like Instagram. (Website of Statista 2019)

## 5.2 Marketing strategy of New Island Bar

### 5.2.1 Segmentation, Targeting and Positioning

Vietnam is a developing country and it attracts variety of FDI (Foreign direct investment) from many other countries. That is the reason why most of potential customers visiting Vietnam are international business travelers, from the age of 31 to 60. Most of them come from France, Germany, Japan, Taiwan and Korean. Besides, it is also important to consider domestic customers in Hanoi or Ho Chi Minh city, who achieve higher income from the average 2500 dollars per year. It means that their living standard are raised and they are affording to pay for luxury services in term of hospitality field. Their age is variable, from 18 until over 60 who can spend money for travelling by themselves or be benefited from family. Nonetheless, the price range is from 3 dollars up to over 500 dollars, depending on which kind of products and services are. For example, the cheapest products are local beers and snacks while the most expensive ones are high-end spirits, champagne, etc. However, with the highly respect, every customer can enjoy their time with professional attitude of staffs. That is also a strength point of New Island bar to compete with other competitors.

The first and foremost targeted segment is young people, from 18 to 30 because at this age group, they are mostly single or married couple without any children. They are willing to enjoy life with very fresh and effervescent hospitality services. after working hard through the years. Moreover, as a young population country, there might be approximately 1.9 million people under fourteen in Hanoi in 2020. It means that there are more and more young people as potential customers for New Island bar in this segmentation. As a result, pool party, lady nights or other exciting events held in New Island bar are very matched for young generation.

|                       | 2015      | 2020      |
|-----------------------|-----------|-----------|
| Hanoi population      | 7.107.785 | 7.575.857 |
| Under 14 years old    | 1.685.440 | 1.851.400 |
| % to Hanoi population | 23.71     | 24.43     |

Figure 5. Hanoi population under 14 (Website of Hanoi government 2019)



Nevertheless, the second group are from 31 to over 60, with the main purpose is business. Their demand is very sophisticated, might be simple relaxing, meeting with business partners or celebrating a contract. Therefore, with each demand, New Island bar's facilities are able to meet the need of this segment. If they need to relax and enjoy a drink, they can be chill in bar sofa or bar-counter seats. For more private meeting, VIP rooms on the second floor might be perfect choice.

Located in a very competitive market, New Island bar is a newcomer and it needs to attempt to be different from other competitors. Firstly, it is one of the most luxury bar in Ha Long with outstanding appearance and variety of choices in menu. Moreover, it has many ideas for promotion which is considered as key point for attracting customers. Nonetheless, skillful staffs with reality experience in hospitality field will serve in a proper way and satisfy customers. Besides, New Island bar is built as a community brand when it participates in many social activities such as cleaning seaside, Earth hour, etc. to increase its reputation in Ha Long market. Especially in the Earth Hour event, New Island bar as well as La Belle Vie hotel turned off unnecessary lights while lighting up other areas by candles within one hour. Before this event couple of days, customers were informed and they were also invited to enjoy Earth hour cocktails. Through this kind of event, New Island bar emphasize its image as a community brand, contributing itself to reduce negative effect of climate change.

### 5.2.2 Product

As a nightlife club, New Island bar provides variety of choices in drink list. There are two kind of beer, local and imported beer. Nevertheless, there are many creative of cocktails, including classic cocktails and signature ones for only New Island bar brand. Moreover, to enjoy more luxury products, customers can choose aged wine from the wine collection of the bar or well-known brand of spirits such as Scottish whisky Macallan or Napoleon cognac. Besides, VIP rooms or swimming pool are always ready for any booked events from customers. Nonetheless, snack such as tapas, fresh fruit or other junk food are available. (Nhung, personal communication 2019)

### 5.2.3 Price

One of the most essential factors in marketing mix is price because setting price is always a difficult stage for every hospitality business. The cost of premises, raw material or salary must be included in the price so that the business activities of New Island bar can be maintained. However, the most important idea is that New Island bar must focus on specific conditions such as competitors' price or the quality of services to adjust price reasonably. For a hospitality business, the price is included 10% of VAT (Value added tax) and 5% of service charge. For example, the price for group of customer will be described as '30\$++ per person', meaning that the price for one person does not cover the tax and the service charge. It is also similar to other products in New Island bar.

### 5.2.4 Place

New Island bar currently follow two kinds of distribution, direct and indirect distribution. In term of direct form, customers can call the number +84 (024) 39275515 to make reservation or book online on official website [www.labelleviehotel.com](http://www.labelleviehotel.com). Moreover, New Island bar also welcomes organization which want to hold team-building party by booking directly. It means that customer can book in advance directly without any intermediaries. However, this kind of distribution sometimes seems not very effective, especially in the first quarter of the year. Thus, indirect distribution will deal with the sustainable customer flow in every period of the year. Some tour agencies and tour wholesalers that New Island bar collaborates very well are Global Tour, Saigontourist, Indochina, etc. That is the main reason why customers introduced from third party take a considerable number. Therefore, New Island bar must focus on this kind of distribution.

### 5.2.5 Promotion

For the direct sales method, New Island bar benefits from Sales and Marketing department of La Belle Vie hotel. There are about fifty staffs, who are young and energetic, are divided into several teams to upsell New Island bar services to the main partners

such as tour agencies and other collaboration partners. Moreover, one of the most important factors in promotion is advertisement. Since 2015, New Island bar have spent 3% - 5% of its revenue for advertising. Especially, the budget for advertising has increased through the years and it reach a peak of 8% in 2019 because of the upcoming celebration of 10 year established. Besides, the Internet plays an essential part in marketing activities. La Belle Vie hotel has appeared in many high reputation websites about hospitality such as Agoda, Booking, etc. that is an effective way to raise brand awareness. Furthermore, discount programs are designed to support more to customers. For instance, in Loyalty Customer program, for every one dollars paid, customers will achieve 3 LP (Loyalty point), the point will increase until it reaches to a specific rank that customers can benefit from that such as free-choice welcome drink, VIP rooms access, etc.

#### 5.2.6 People

The quality of staff is regarded as one of the most crucial factors in hospitality business. New Island bar set a high standard for recruitment about knowledge, appearance, grooming, etc. to make sure that a high quality staff can satisfy even the most fastidious customers. Therefore, the staff who interacts directly to customers in New Island bar must qualify from these requirements such as good communication skills in Vietnamese and English, ability to use high-tech devices, friendly and helpful in dealing with complaint from customers, be timely and accurately and teamwork attitude. About knowledge, they must be qualified from higher education about working skills, basic information about hospitality business. Besides, they must be polite, good-looking and in good physical conditions. Moreover, there are many training courses held every month in hotel that they have to attend. That is the best way for New Island bar to keep the contribution spirit and improve quality of staff.

#### 5.2.7 Process

When customers want to book for event, VIP rooms or a table, they can call to reception desk or book online by the website. After that, they have to provide personal information such as full name, phone number, ID number, booking date and time.

Then, the staff who accepts this booking can check the current situation in New Island bar and providing necessary information afterward for customers such as the available of tables or rooms, promotional program and price for customers. When they come to the bar, they will be introduced about drink lists and promotional program once again before being served in a proper way. Notwithstanding, there are two situations happening during booking process that the bar can accept or cannot accept customers' request. In the latter situation, staffs need to persuade customers to change date or change tables, rooms depending on how situation in the bar is. If customers agree with the changing, their booking information will be confirmed.

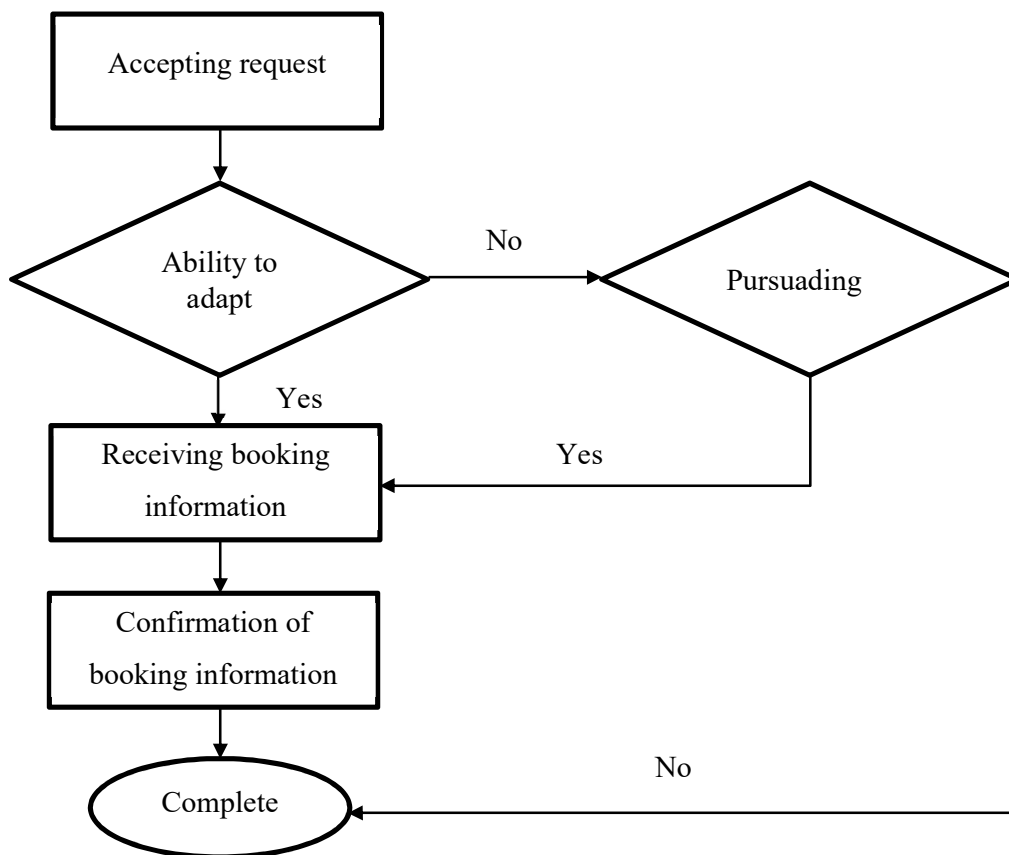


Figure 6. Booking process (Nhung, personal communication on 24.05.2019)

### 5.2.8 Physical evidence

New Island bar is located on the rooftop of La Belle Vie, standing together with a medium size swimming pool and it

brings a great view to the Ha Long sea. Inside club area, there are an open bar which allows two bartenders and two bar back working at once so that they can serve rapidly and accurately. Especially, there are many kind of luxury spirit on the bar shelf while the aged wines are kept at the shelf nearby the wall which is called 'the collection of the world'. Customers can enjoy their time inside club area on a very soft sofa or outside with open swimming pool.



Picture 8. Rooftop swimming pool (Website of La belle Vie hotel 2019)

## 6 METHODOLOGY

### 6.1 Qualitative research method

Qualitative research method is a scientific method which help collecting non-numerous data related to people and their lives for researching and analyzing markets. (Taylor, Bogdan & DeVault 2016, 18)

Moreover, qualitative research is an exploratory and explanatory access based on analyzing experience, perception, motivation, intent and behavior. As a result, qualitative data will give answers for these questions: what, what, and why. Besides, qualitative

research also applies digital data to support analysis. Qualitative research helps understanding deeply about customer's opinions, motivation and especially the main reason. Thank for qualitative research, the data of research objectives will be gathered (Taylor, Bogdan & DeVault 2016, 19). In general, qualitative data might be gathered by interview or observation method. However, observation method is very expensive while the outcome is very limited and sometimes, some unpredictable issues may collapse observation result (Kothari 2004, 95). Meanwhile, interview contains verbal questions and responses; it can be held in personal meeting or via Internet calling applications. During interview, cross questions and observation are used with interviewees. Interview might be launched by 2 ways: personal interview or telephone interview (Kothari 2004, 97 – 100).

In term of qualitative method, the author completed the interview to get the results. The interview was about La Belle Vie hotel brief information such as missions, vision, values, business goals and hierarchical structure, etc. After that, New Island bar project was mentioned as the core objective of thesis. Generally, there were some questions relating to product, price, promotion, place, physical evidence, people and process of New Island bar. The interview method was applied because that information is internal and they have not been released publicly on website. As a result, Ms. Vu Tuyet Nhung was chosen as interviewee because she is the Sale Manager of Hong Huyen Company and she is also responsible for new outlet development and scaling. Because of geographical issues, the interview with Ms. Vu Tuyet Nhung was held via Facebook call, which is free of charge. The questions which would be carried out in the interview were about marketing mix 7Ps model, especially in product, price, promotion, physical evidence, place, people and process. For example, they were 'What are the products/services provided in New Island bar?', 'What are the price for each products/services?', etc.

## 6.2 Quantitative research method

Quantitative research technique utilizes a measurable strategy to assess the understanding of relationship among factors. The purpose is to gauge the factors as well as

the destinations and recognize the relationship by measurements. Quantitative information could be gathered by measuring or survey. The information for the most part appeared in numerical structure (Burns, Veeck & Bush 2017, 143).

The quantitative strategy will be explored in among a large number of respondent (around 100 individuals) by on the web or paper survey. The results will be figured out by research tools to compute the opinion of customer to New Island Bar project. Sampling is taking example or information from population. This action is used for reducing the individual to be analyzed, reduce workload and cost for company as well as creating the convenience to achieve qualitative information. However, there must be a balance between the large enough sample with suitable effect to recognize the true association. (Burns, Veeck & Bush 2017, 239)

### 6.3 Data collection and analysis

Interview is a valuable research method as it gathers information about the business culture and structure of organization. Thank to interview method, it is possible to give analysts a chance to understand the factors related to organization such as mission, vision, core values as well as business goals. Meantime, questionnaire is implemented to collect information about segmentation, targeting and positioning because these factors need to be clarified by the huge amount of participants to figure out which segments are applicable with New Island bar project.

In this thesis, the author used the quantitative research to gather the information about customer's expectation and qualitative method for gathering Hong Huyen company information. The result was collected by online form and my interview. The interviewee was Ms. Vu Tuyet Nhung – the Sales Manager of Hong Huyen Company.

Questionnaire was designed to obtain different data from respondents. The whole questionnaire was structured in English and conducted through online source, for instance, Facebook and Email. A Google form online survey was sent to specific individuals in Hanoi City because La Belle Vie Hanoi is located in the capital of Vietnam

and it always has sources of domestic and international tourists. Moreover, it has also provided Hanoi – Ha Long Bay tour for many years. Thus, the specific individuals are Vietnamese, international tourist and foreigners living in Hanoi, from eighteen until seventy years old, with variety of professions, willing to enjoy holidays in Ha Long Bay and minimum budget for travelling is 100 dollars. The reason why potential customers in Ha Long Bay were ignored because La Belle Vie hotel in Hanoi provides Hanoi – Ha Long bay tour for local and international customers in Hanoi, while the inhabitants in Ha Long Bay are familiar with Ha Long bay sightseeing because they are mostly fishermen or coal-mine worker. The approximate potential number of respondents was one hundred and twenty but the expected number is sixty. The review was done and figured out by Google Form, a program was created to support making survey and investigating study results.

Nonetheless, secondary data was also concerned in order to strengthen the theoretical background of thesis. Generally, it comes from lecture books of Philip Kotler, David Bowie, etc. because they are all well-known authors in marketing field, especially in hospitality. Some of typical books which provide theoretical background in this thesis are ‘Principle of marketing’ or ‘Hospitality marketing’. Meanwhile, Internet is regarded as a useful source of information. Because the case company is existing, it is comfortable to browse into its website to gather some basic information. Nevertheless, there are also variety sources of information about Halong bay published by Quang Ninh province government and UNESCO website.

#### 6.4 Validity and reliability of Measurements

Once completing gathering all the responses from participants, the author had to evaluate the reliability and validity of the information in order to analyzing result. By reliable measure such as questionnaire and interview, the answer could be considered as primary data. The respondents are Vietnamese and international living or staying in Hanoi, from eighteen to over sixty. The author was able to interact with these potential respondents because of the support of Hong Huyen company by spreading the questionnaire. Besides, the author could gain a lot of useful internal information about La



Belle Vie hotel by interviewing Ms Vu Tuyet Nhung, the member of leader team working on New Island bar project.

In term of secondary data, all of the lecture books used in this thesis are collected from SAMK library data while the information of Halong bay was gathered from Quang Ninh province government and UNESCO website because they are reliable and trustful sources.

The marketing mix strategy would be released after analyzing the results because it had to be matched with the current situation. The survey should be conducted by at least 100 people for a valid and reliable outcome for this study. The survey questions were reviewed and approved by the supervisor and they would be tested before delivering.

## 7 RESEARCH FINDINGS AND RESULTS

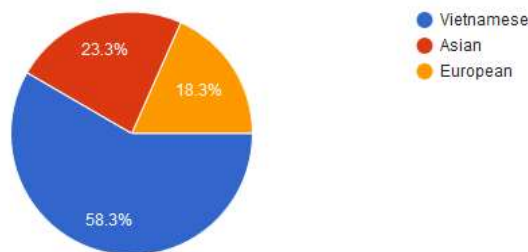
### 7.1 Interview and analysis

After making an interview with Ms. Vu Tuyet Nhung in May 2019, she had provided many necessary information about La Belle Vie hotel as well as New Island bar. The Board of Director expected that New Island bar had to be a competitive edge in Ha Long bay market and reach the goals to become one of the best hospitality brand in 2025. Ms. Vu also shared that New Island bar has been a newcomer so the short-term goal was attracting customers through promotion and discount because Ha Long bay market is very competitive with appearance of many other hotels. Therefore, online promotion budget was set up more in order to achieve that goals. Moreover, human resources were invested such as well-qualified training course to make sure that every customer would be happy after spending time in New Island bar because sometimes the way of dealing with customers' complaint of staff were not very effective. Simultaneously, managing team also needed some training to increase management skills that can help controlling situation better.

There are about twenty staffs working in New Island bar, with one manager, two assistant managers, three captains, three guards and eleven waiters and waitresses. Ms. Vu expected that the number of staff could be remained as though the time, there would be more and more customers and New Island bar needs professional staffs with good working skills and experience.

In the future, Ms. Vu hoped that there would be some improvement to the kitchen of the bar which means that there should be more a la carte dishes rather than only tapas and junk food currently. Simultaneously, marketing budget had to be invested more so that the brand image of New Island bar would be promoted to other potential customers.

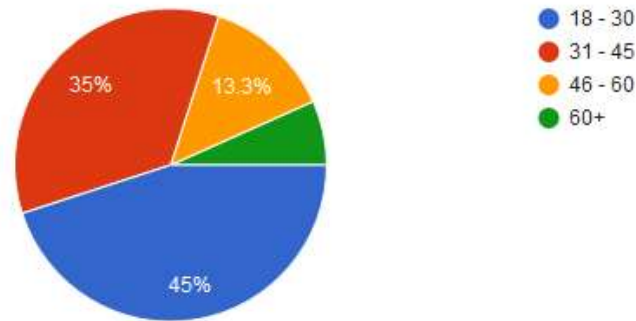
## 7.2 Survey results and analysis



Picture 9. Respondents' region

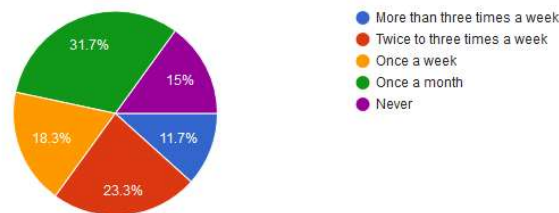
Through a survey conducted by Google Form, there were 60 respondents participating as expected. Most of them are from Vietnam with nearly 60%, while the international respondents are quite similar between Asian and European group, with 23.3% compared with 18.3%.

The age groups which join in this survey mostly was from 18 - 30 with 45% and 31 - 45 with 35%. They are considered as young generation. Only a few respondents from 46 - 60 (13.3%) and over 60+ (6.7%) are interested in this survey.



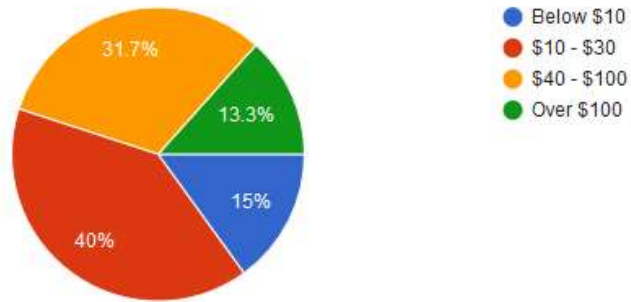
Picture 10. Respondents age group

When the respondents were asked about how often they go to a bar, 31.7% of respondents went to a bar once a month, while 18.3% of them decided to go once a week. There were a considerable number of respondents (23.3%) go to a bar from twice to three times a week. Only 11.7% of them went to the bar more than three times a week while there are 15% of respondents never went to a bar. That is a critical issue that New Island bar had to deal with to attract more customers.



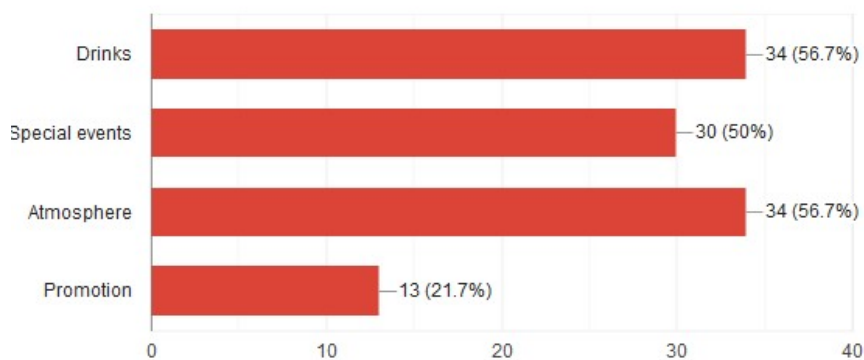
Picture 11. How often respondents go to a bar

When the author asked for how much the respondents spent for a night in a bar, there were 40% people spent approximately from 10 dollars to 30 dollars while 31.7% of people were willing to pay more than that (40 dollars to 100 dollars). Only 13.3% of them used to spend over 100 dollars. Meanwhile, there are still 15% of people paid below 10 dollars. Notwithstanding, the promotional price of New Island bar was between 30 dollars to 50 dollars so more promotional campaigns in price had to be created.



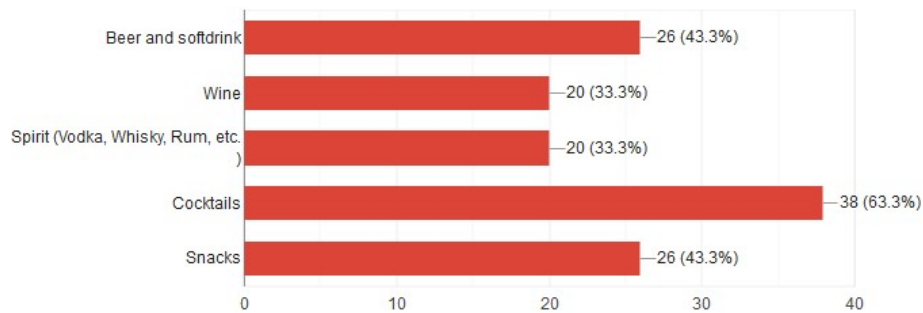
Picture 12. The amount of spent money for a night

The most interesting point in the question 'What are the factors that attract you to a bar?' was that the percentage of respondents choosing drinks and atmosphere were similar at 56.7%. In the contrary, there were almost 22% of participants choosing promotional price while 50% of them choose special events.



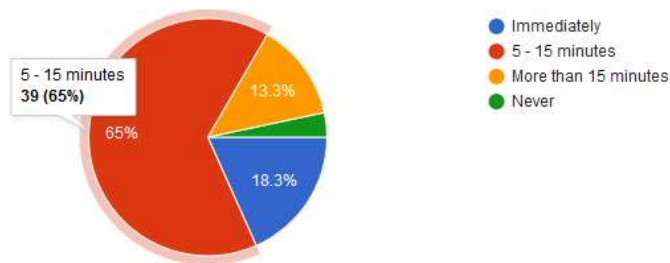
Picture 13. Attractive factors in a bar

In a question about the products in a bar, 63.3% of respondents chose cocktails. By contrast, only 43.3% of them chose snacks as well as beer and softdrink which were the most popular products for everyone. Simultaneously, wine and spirit were chosen by 33.3% of people and therefore, New Island bar could consider which were the key products to deliver to customers.



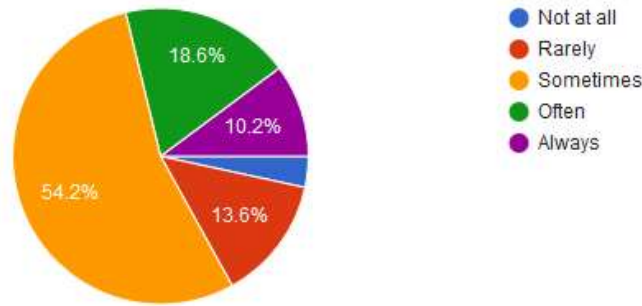
Picture 14. Products in bar

In term of how bar staffs react to customers' complaint, there were a tremendous percentage of respondents (65%) agreed that they were offered solution within 5 to 15 minutes. In the meantime, 18.3% of them were very satisfied because their problems were dealt with immediately. However, there were still 13.3% of respondents had to wait more than 15 minutes and especially 3.3% of people were never given any solutions for their complaints. This was a very concerned issues if New Island bar wants to satisfy every coming customer, the bar staff must experience more training about professional working attitude to reduce the percentage of 'More than 15 minutes' and 'Never' area.



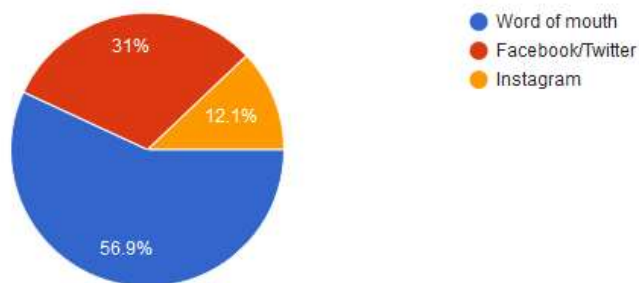
Picture 16. How long complaint are dealt with

Therefore, it was very easy to understand why only 18.6% and 10.2% of participants were willing to recommend the bar to the others. By contrast, 54.2% of people recommended the bar seldomly. Moreover, 13.6% of respondents could hardly suggest to their friends and 3.4% of them did not want to share anything at all. As a result, New Island bar had to raise awareness of improving the quality of products and services not only satisfy the coming customers but also the potentials as well.



Picture 15. How often a bar get recommendation

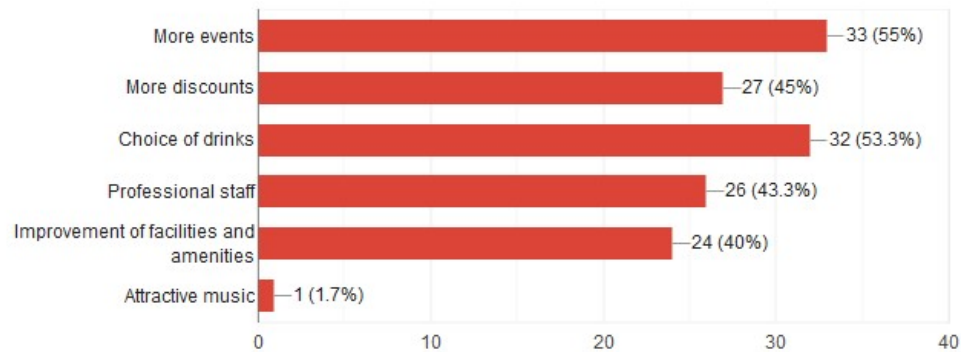
In the way of sharing experience, almost 57% of respondents wanted to talk about directly with their friends or family. However, it was a considerable number of respondents who wanted to share by social network, with 31% by Facebook and 12.1% by Instagram. Thus, in short-term, New Island bar could consider investing on brochures and flyers advertising so that the customers could take them and shared it to the potential customers, for instance, their acquaintances and family members. However, for long-term development, investing in online marketing would be necessary.



Picture 16. How respondents recommend a bar to the others

Finally, when respondents were asked about which factors should be improved to attract more customers, there were a slight difference between 'More events' with 55% and 'Choice of drinks' with 53.3%. Simultaneously, 45% people chose discounts, comparing with 43.3% of 'Professional staff' idea. Meanwhile, there were 40% of participants agreed with improving facilities while only 1.7% of them suggested that

music should be more attractive. Therefore, New Island bar should concern about these factors to improve service quality in order to attract more customer and gain profit.



Picture 17. Recommendation for a bar

## 8 SUMMARY AND CONCLUSION

In general, this thesis analyzed more about empirical background of New Island bar by theoretical background about internal and external factors affecting marketing activities, STP model and marketing mix 7Ps. Comprehensively, internal factors were hospitality business, customer, competitor, supplier and intermediary while the external factors were economy, technology, nature, politics and culture. In term of STP model, it supported an overview about specific market segments, how to target and position hospitality business into those market segmentations. Otherwise, marketing mix 7Ps mentioned price, product, place, promotion, people, process and physical evidence which means all elements that a hospitality business must concentrate on when launching marketing plan. As a result, the author could understand well the relationship of these factors mentioned earlier with New Island bar and how its marketing mix strategy occurs.

After the reforming of economy in 1986, the economy of Vietnam has developed rapidly and there has been variety of opportunity for hospitality businesses. As a result, New Island bar must face with many of market leaders which have been taking considerable market shares Ha Long bay. As a newcomer, New Island bar has to be different from the others to attract potential customers such as the style of architecture,

products and services, promotional campaigns and so on to keep up the competition in the market. Especially, the professional of staff and advertising are the most concerning issues which need to be improved.

Based on thesis author's review, the marketing mix strategy of New Island bar has been on progress and it should be improved by some recommendations afterward. For example, there was no feature in products and services, the choice for food was very poor. Nonetheless, there was not much promotional campaigns about price and advertising. Meanwhile, New Island bar depended on third party distribution too much and it should be at risk if these current distribution channels turn back and collaborate with competitors because of higher beneficial policies.

## 9 RECOMMENDATIONS

Based on the analysis mentioned earlier and depend on missions, vision and business goals of New Island bar, the author would recommend some solutions that New Island bar could consider applying so as to increase profit in the future.

### *More choices in food*

Food is regarded as part of 'product' factor in marketing mix 7Ps and New Island bar can count on that to boost diversity of services because it was approximately 53.3% of respondents recommended more choices in food and drinks. In addition, product is belonged to hospitality business and it affects to supplier and intermediary which make profit from it and to customer who consumes inside micro environment. In fact, there is not so many choices of food in New Island bar, they are only tapas and other junk food. Therefore, food menu must be created and especially, changed every three months to be new and different to customers, based on the theory of new product development process from idea generation until commercialization. Besides, because there are four seasons separately in Ha Long bay, the change of food menu in every three months will turn out to be effective method to attract customers as well as introduce seasonal food choice of Vietnam to international tourists as it creates a unique strength point. Moreover, vegan menu should be created as well since vegan diet is a



favorite diet for both foreigners and Vietnamese because it is very healthy and trendy nowadays. That is the main reason why New Island bar can introduce some vegan food and reduce price in some special events such as the first and the 15<sup>th</sup> day of lunar calendar, Vesak event or Lunar New Year by applying limited time of purchase method in pricing. Notwithstanding, the changing in term of food menu must follow strictly to food hygiene procedures and regulations based on HACCP standard (Hazard Analysis and Critical Control Points) to ensure the safety of customers. When the quality of services is improved and changed in positive way, customers might be satisfied with New Island bar.

#### Changing price in specific period

The pricing policy of New Island bar is not very flexible and it should be changed to gain customers' attention. Moreover, price plays an important part in marketing mix 7Ps and it leads to success for hospitality business in term of profit and customer satisfaction. A year must be divided into four quarters and with each quarter, the pricing should be different. For example, there is usually not so much customers in the first and the last quarter of the year because there are many holidays such as Christmas, New Year, or Lunar New Year. In this period, New Island bar can attract more international customers who want to enjoy holidays in Vietnam, especially in Lunar New year events. The prices for products and services can be reduced slightly about 5 to 10% because there were 45% of respondents suggested that more discount should be attractive to customers. In the second and the third quarter, these are considered as golden time of travelling for both domestic and international customers. Thus, promotional campaigns about price and discounts must be advertised massively to attract as much customers as possible. However, it is very important that reducing price is not a breakthrough solution and it is only effective in short-term because based on theory of marketing mix 7Ps, price contributes essentially to the efficiency of business activities of a hospitality premise, its supplier, intermediary as well as its customer. The lower price is, the less revenue is and it impacts negatively to both competitive ability and maintaining partnership among supplier, intermediary and even customer.

#### Developing distribution channel

Distribution channel or it might be called "place" in marketing mix 7Ps theory. In general, a good placing strategy will help delivering key product to customers. Sooner

or later, New Island bar must develop its own distribution channels rather than depending on third party intermediaries because it is very risky if they cancel partnership and collaborate with New Island bar rivals. Comprehensively, New Island bar should make use of Sale and Marketing department by searching and persuading potential customers such as foreign businesses in Vietnam. They can launch some conferences and invites those potential customers attending. If necessary, Sale and Marketing staffs can be offered training courses about marketing skills. For New Island bar staffs, they must understand about upselling skills, introducing and persuading customers about promotional products because there were 63.3% participants who were interested in cocktails as competitive edges of New Island bar. Nonetheless, 40% of respondents tended to pay below \$10 when they spent time in bar so it is possible to raise up their spending through effective placing strategy.

#### Promotional discounts

This is not a new recommendation because New Island bar has applied it already and it shows good effects as it based on theory of STP model. In detail, when New Island bar implemented it in reality, it means the concentration segment is high-end customers who spend time regularly in New Island bar due to travelling or business purpose and New Island bar positions itself as a luxury leisure club for its loyalty customers. However, to gather enough points for upgrading rank requires a very long time. Therefore, New Island bar can think about new promotional discount policies for customers by reducing the target points and releasing more attractive discount programs. For instance, there might be free flow drinks for one night, free tapas and snacks, one bottle of wine as a gift, etc. These preferential treatments will boost the number of customers and they also have chance to increase their loyalty points.

#### Advertising

Moreover, advertising activities must be regarded as essential method for distribution channel. According to the result of survey, 55% of respondents agreed that more events would be reasonable add-on for business activity of the New Island bar. For example, New Island bar should focus on online advertisement on website about pool party event, DJ and dancing crew performance, etc. to stimuli the curiosity of customers about the upcoming events. The images of events should be updated frequently. Besides, marketing on Facebook is very effective because of the high interaction with

Facebook users and hotel fan page and if a person like the events, he/she will share it to his/her friends.

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## Appendix 1

### Sales Manager Interview questions:

1. Could you please tell me the hierarchical structure of La Belle Vie hotel in Hanoi? What are the main responsibilities of each department?
2. What are the core value, vision, missions and business goals of La Belle Vie hotel in the next five years? How about those factors in Halong bay?
3. In La Belle Vie hotel, which departments are invested more than the others? Why?
4. Could you please tell me some basic information about New Island Bar project, such as facility and amenity, opening time, place, contribution of this project to La Belle Vie Halong and so on?
5. What are the main product categories being available in New Island Bar and how much do they cost?
6. What are the promotion campaigns running for New Island Bar?
7. How many bar staffs approximately are there in New Island Bar? What is the average age? What are their roles? Which tasks need most staff? Why?
8. How customer interact with bar staff to get booking and order?
9. When customers complain, how this situation is dealt with?
10. For the first five years' development, which parts do you think that should be improved and invested more (marketing, professional staff, facility, food and beverage, etc.)? Why?

Survey questions:

1. Your gender \*

- Male
- Female

2. Regional group \*

- Vietnamese
- Asian
- European
- Other: \_\_\_\_\_

3. Your age group \*

- 18 - 30
- 31 - 45
- 46 - 60
- 60+

4. What is your MAIN purpose when you decide to stay in a hotel? \*

Travelling

Business

Other: \_\_\_\_\_

5. With whom have you traveled usually? \*

Alone

Friends

Family

Colleagues

Other: \_\_\_\_\_



6. How much do you often spend for hotel stay? \*

- Under \$100
- \$101 - \$200
- \$201 - \$400
- \$401 - \$500
- Over \$500

7. How often do you spend time in a bar? \*

- More than three times a week
- Twice to three times a week
- Once a week
- Once a month
- Never

8. Who can influence your decision to go to a bar? \*

- None
- Family members
- Friends
- Colleagues
- Other: \_\_\_\_\_

9. What are the factors that attract you to the bar? (You can choose more than one) \*

- Drinks
- Special events
- Atmosphere
- Promotional price
- Other: \_\_\_\_\_

10. Which bar facilities impress you ? \*

Audio system and screen

Bar-counter seats

Wine shelf

Couch and sofa

VIP rooms

Other: \_\_\_\_\_

11. How much do you want to spend for your time in a bar? \*

Below \$10

\$10 - \$30

\$40 - \$100

Over \$100

12. Which kind of products or services below are your favorite?  
(You can choose more than one)

- Beer and softdrink
- Wine
- Spirit (Vodka, Whisky, Rum, etc.)
- Cocktails
- Snacks
- Other: \_\_\_\_\_

13. Which kind of promotion campaigns in a bar that you prefer?  
(You can choose more than one) \*

- Free soft drinks for special events
- Sexy dancer performance
- Group discount
- New signature cocktail
- Other: \_\_\_\_\_

14. How important is the role of bar staff attitude and serving procedures in your opinion?

- Not at all important
- Not very important
- Somewhat important
- Very important
- Extremely important

15. How long do you usually wait for your order?

- Below 5 minutes
- 5 - 10 minutes
- Over 15 minutes

16. When you have to complain about something, how long does it take for dealing with your complaint?

- Immediately
- 5 - 15 minutes
- More than 15 minutes
- Never

17. What is/are the most influential factors that you often share your bar time experience? (You can choose more than one)

- Drinks
- Place and atmosphere
- Staff
- Promotion events
- Other: \_\_\_\_\_

18. Would you recommend a bar to your friends or colleagues?

- Not at all
- Rarely
- Sometimes
- Often
- Always

19. How do you often recommend a bar to your friends, family members or colleagues?

- Word of mouth
- Facebook/Twitter
- Instagram
- Other: \_\_\_\_\_

20. Which factors should be improved to attract more customers to a bar? (You can choose more than one)

- More events
- More discounts
- Choice of drinks
- Professional staff
- Improvement of facilities and amenities
- Other: \_\_\_\_\_