

The Hotel Marketing Audit

Evaluation of The Subject Hotel Marketing Plan

City, State, Country

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Date

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Section	#	Points of Evaluation	Y	N	N/A	Quality Rating
INTRODUCTION	1.1	Does the marketing plan list the people who authored it?	Y	N	N/A	1 2 3 4 5 6 7 8 9 10
	1.2	Does the marketing plan list the planning schedule?	Y	N	N/A	1 2 3 4 5 6 7 8 9 10
	1.3	Does the marketing plan show the parent company/owner's mission statement and objectives for the hotel?	Y	N	N/A	1 2 3 4 5 6 7 8 9 10
	1.4	Does the marketing plan show the hotel management's mission statement and objectives for the hotel?	Y	N	N/A	1 2 3 4 5 6 7 8 9 10
	1.5	Does the marketing plan have a written Executive Summary under 20 pages?	Y	N	N/A	1 2 3 4 5 6 7 8 9 10
	1.6	Is the Executive Summary in a presentation format using audio-video?	Y	N	N/A	1 2 3 4 5 6 7 8 9 10

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Section	#	Points of Evaluation	Y	N	N/A	Quality Rating
TRENDS ANALYSIS	2.1	Does the marketing plan identify the external factors that significantly impact the hotel's business: economic, political, cultural, demographic, ecological, technological?	Y	N	N/A	1 2 3 4 5 6 7 8 9 10
	2.2	Does the marketing plan list sources of data for tracking these trends?	Y	N	N/A	1 2 3 4 5 6 7 8 9 10
	2.3	Does it discuss how these trends impact travel and hotel occupancies?	Y	N	N/A	1 2 3 4 5 6 7 8 9 10
	2.4	Does it mention the action the company/hotel is taking in response?	Y	N	N/A	1 2 3 4 5 6 7 8 9 10
	2.5	Does the marketing plan include a Summary P&L for Last 5 Years with an explanation of trends for revenues, expenses and profits?	Y	N	N/A	1 2 3 4 5 6 7 8 9 10
	2.6	Does the marketing plan include a Summary of Rooms, Food & Beverage Statistics for the Last Five Years with an explanation of trends?	Y	N	N/A	1 2 3 4 5 6 7 8 9 10

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Section	#	Points of Evaluation	Y	N	N/A	Quality Rating
CUSTOMER ANALYSIS: Rooms	3.1	Does the marketing plan list the customer segments for group business and group leisure?	Y	N	N/A	1 2 3 4 5 6 7 8 9 10
	3.2	Does the plan show occupied room nights, average rate & revenues for each group customer segment for several years? Does it explain trends?	Y	N	N/A	1 2 3 4 5 6 7 8 9 10
	3.3	Does the marketing plan list the customer segments for individual business and individual leisure?	Y	N	N/A	1 2 3 4 5 6 7 8 9 10
	3.4	Does the plan show occupied room nights, average rate & revenues for each individual customer segment for several years? Does it explain trends?	Y	N	N/A	1 2 3 4 5 6 7 8 9 10
	3.5	Does the plan clearly show the largest, fastest-growing customer segments and discuss which segments can be further penetrated?	Y	N	N/A	1 2 3 4 5 6 7 8 9 10
	3.6	Does the plan show month to month occupancy, rate & revenues for each customer segment with a discussion of strategies to build business in the high, shoulder and low and seasons?	Y	N	N/A	1 2 3 4 5 6 7 8 9 10
	3.7	Does the plan show daily occupancy patterns for each month of the year with a discussion of what type of customer could fill low days each month?	Y	N	N/A	1 2 3 4 5 6 7 8 9 10
	3.8	Does the marketing plan show room nights & revenues received from top-producing geographical feeders: postal codes, area codes, cities, states, countries?	Y	N	N/A	1 2 3 4 5 6 7 8 9 10
	3.9	Does the plan show feeder area production for each customer segment?	Y	N	N/A	1 2 3 4 5 6 7 8 9 10
	3.10	Does the plan show a strategy for allocating resources on top-producing geographical feeder areas?	Y	N	N/A	1 2 3 4 5 6 7 8 9 10

CUSTOMER ANALYSIS Rooms	3.11	Does the marketing plan show a profile of the Group Association segment?	Y	N	N/A	1	2	3	4	5	6	7	8	9	10
	3.12	Does the marketing plan show a profile of the Group Corporate segment?	Y	N	N/A	1	2	3	4	5	6	7	8	9	10
	3.13	Does the plan show a profile of the Group Government segment?	Y	N	N/A	1	2	3	4	5	6	7	8	9	10
	3.14	Does the plan show a profile of the Group Tour segment?	Y	N	N/A	1	2	3	4	5	6	7	8	9	10
	3.15	Does the plan show a profile of the Group SMERF segments?	Y	N	N/A	1	2	3	4	5	6	7	8	9	10
	3.16	Does the plan show a profile of the Individual Business segment?	Y	N	N/A	1	2	3	4	5	6	7	8	9	10
	3.17	Does the plan show a profile of the Individual Government segment?	Y	N	N/A	1	2	3	4	5	6	7	8	9	10
	3.18	Does the plan show a profile of the Individual Leisure segments?	Y	N	N/A	1	2	3	4	5	6	7	8	9	10
	3.19	Does the plan show a profile of the Individual Package segments?	Y	N	N/A	1	2	3	4	5	6	7	8	9	10
	3.20	Does the plan show a profile of the Individual Tour segment?	Y	N	N/A	1	2	3	4	5	6	7	8	9	10
	3.21	Does the plan show a profile of the Individual Discount & Other segments?	Y	N	N/A	1	2	3	4	5	6	7	8	9	10
	3.22	Does the marketing plan identify the most important needs of each customer segment?	Y	N	N/A	1	2	3	4	5	6	7	8	9	10
	3.23	Does the marketing plan show how different customer segments chose a hotel and make their reservations?	Y	N	N/A	1	2	3	4	5	6	7	8	9	10
	3.24	Does the marketing plan show any research on how customers rate the hotel on product quality, service quality, prices, sales team and reputation?	Y	N	N/A	1	2	3	4	5	6	7	8	9	10
	3.25	Does the marketing plan show a summary of guest comments?	Y	N	N/A	1	2	3	4	5	6	7	8	9	10
	3.26	Does the marketing plan show a customer satisfaction score for the hotel?	Y	N	N/A	1	2	3	4	5	6	7	8	9	10
3.27	Does the marketing plan show a customer satisfaction score for each department within the hotel? Annually? Quarterly? Monthly?	Y	N	N/A	1	2	3	4	5	6	7	8	9	10	
3.28	Does the marketing plan summarize the report cards from the franchisor, AAA, Mobil, Diners, or other referral/reservations group?	Y	N	N/A	1	2	3	4	5	6	7	8	9	10	

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Section	#	Points of Evaluation				Quality Rating
COMPETITOR ANALYSIS	4.1	Does the marketing plan show a list of primary and secondary competitors?	Y	N	N/A	1 2 3 4 5 6 7 8 9 10
	4.2	Does the plan show a list of points for comparison with competitors?	Y	N	N/A	1 2 3 4 5 6 7 8 9 10
	4.3	Does the plan show a spreadsheet or grid comparing the hotel with its competitors on various points of evaluation?	Y	N	N/A	1 2 3 4 5 6 7 8 9 10
	4.4	Does the plan compare competitors' occupancy, average rate and revenues?	Y	N	N/A	1 2 3 4 5 6 7 8 9 10
	4.5	Does the plan compare competitors' customer mix?	Y	N	N/A	1 2 3 4 5 6 7 8 9 10
	4.6	Does the plan compare competitors' complete room rate structure?	Y	N	N/A	1 2 3 4 5 6 7 8 9 10
	4.7	Does the plan compare competitors' location & transportation factors?	Y	N	N/A	1 2 3 4 5 6 7 8 9 10
	4.8	Does the plan compare competitors' room accommodations?	Y	N	N/A	1 2 3 4 5 6 7 8 9 10
	4.9	Does the plan compare competitors' dining & entertainment facilities?	Y	N	N/A	1 2 3 4 5 6 7 8 9 10
	4.10	Does the plan compare competitors' services & shops?	Y	N	N/A	1 2 3 4 5 6 7 8 9 10
	4.11	Does the plan compare competitors' recreation & attractions?	Y	N	N/A	1 2 3 4 5 6 7 8 9 10
	4.12	Does the plan compare competitors' meeting facilities?	Y	N	N/A	1 2 3 4 5 6 7 8 9 10
	4.13	Does the plan compare competitors' physical condition?	Y	N	N/A	1 2 3 4 5 6 7 8 9 10
	4.14	Does the plan compare competitors' marketing approach?	Y	N	N/A	1 2 3 4 5 6 7 8 9 10
	4.15	Does the marketing plan clearly distinguish the strengths & weaknesses of each competitor and identify the competitive advantages to promote?	Y	N	N/A	1 2 3 4 5 6 7 8 9 10
	4.16	Does the marketing plan show adequate competitor information?	Y	N	N/A	1 2 3 4 5 6 7 8 9 10
	4.17	Does the marketing plan explain business lost to each competitor?	Y	N	N/A	1 2 3 4 5 6 7 8 9 10
	4.18	Does the plan show what strategies will work best against each competitor?	Y	N	N/A	1 2 3 4 5 6 7 8 9 10

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Section	#	Points of Evaluation	Y	N	N/A	Quality Rating
PRODUCT & SERVICE EVALUATION Facilities Service Behavior Communications	5.1	Does the marketing plan show a complete listing of the hotel's features and benefits?	Y	N	N/A	1 2 3 4 5 6 7 8 9 10
	5.2	Does the marketing plan show a Summary of Guest Comments or any customer satisfaction ratings regarding the adequacy and physical condition of the hotel?	Y	N	N/A	1 2 3 4 5 6 7 8 9 10
	5.3	Does the marketing plan show a list of capital improvements that have been made in the last few years?	Y	N	N/A	1 2 3 4 5 6 7 8 9 10
	5.4	Does the marketing plan show a list of capital improvements & expenditures that have been approved for this year and next year?	Y	N	N/A	1 2 3 4 5 6 7 8 9 10
	5.5	Does the capital expenditures plan reflect the priorities that will improve customer satisfaction and increase revenues?	Y	N	N/A	1 2 3 4 5 6 7 8 9 10
	5.6	Does the marketing plan define the hotel's service concept and promise to the customer?	Y	N	N/A	1 2 3 4 5 6 7 8 9 10
	5.7	Does the marketing plan explain "moments of truth" between employee and customer?	Y	N	N/A	1 2 3 4 5 6 7 8 9 10
	5.8	Does the marketing plan mention how employees will learn job skills and behavior skills during "moments of truth" with the customer?	Y	N	N/A	1 2 3 4 5 6 7 8 9 10
	5.9	Does the marketing plan show the results of the last employee survey and outline ways to improve employee attitudes, opinions & working conditions?	Y	N	N/A	1 2 3 4 5 6 7 8 9 10
	5.10	Does the marketing plan show the messages and communication channels used to reach targeted customer segments?	Y	N	N/A	1 2 3 4 5 6 7 8 9 10

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Section	#	Points of Evaluation				Quality Rating
FOOD & BEVERAGE Customer Analysis	6.1	Does the marketing plan show each Outlet's statistics: covers, average rate check, revenues, expenses and profits with an explanation of ratios and trends?	Y	N	N/A	1 2 3 4 5 6 7 8 9 10
	6.2	Does the marketing plan show each F&B Outlet's statistics month to month, day to day and by time of day with strategies for increasing revenues?	Y	N	N/A	1 2 3 4 5 6 7 8 9 10
	6.3	Does each F&B Outlet have its own mini-marketing plan with research, objectives, strategies, actions, marketing expenses and measurements?	Y	N	N/A	1 2 3 4 5 6 7 8 9 10
	6.4	Does the marketing plan for each F&B Outlet show the customer mix for in-house, local visitor and local resident?	Y	N	N/A	1 2 3 4 5 6 7 8 9 10
	6.5	Does the marketing plan for each F&B Outlet show the covers/revenues produced by geographical postal codes or neighborhoods?	Y	N	N/A	1 2 3 4 5 6 7 8 9 10
	6.6	Does the marketing plan for each F&B Outlet show a customer profile by meal period or time of day?	Y	N	N/A	1 2 3 4 5 6 7 8 9 10
	6.7	Does the marketing plan for each F&B Outlet show a Summary of Guest Satisfaction Ratings with strategies for improvement?	Y	N	N/A	1 2 3 4 5 6 7 8 9 10
	6.8	Is there an F&B marketing plan for increasing banquet revenue?	Y	N	N/A	1 2 3 4 5 6 7 8 9 10
	6.9	Is there an F&B marketing plan for increasing room service revenue?	Y	N	N/A	1 2 3 4 5 6 7 8 9 10

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Section	#	Points of Evaluation				Quality Rating
FOOD & BEVERAGE Competitor Analysis	7.1	Does the marketing plan for each F&B Outlet show a list of competitors?	Y	N	N/A	1 2 3 4 5 6 7 8 9 10
	7.2	Does the plan show a list of points for comparison with competitors?	Y	N	N/A	1 2 3 4 5 6 7 8 9 10
	7.3	Does the plan show a spreadsheet or grid comparing the Outlet with its competitors on various points of evaluation?	Y	N	N/A	1 2 3 4 5 6 7 8 9 10
	7.4	Does the plan compare competitors' covers, average rate check and revenues?	Y	N	N/A	1 2 3 4 5 6 7 8 9 10
	7.5	Does the plan compare competitors' customer segment mix?	Y	N	N/A	1 2 3 4 5 6 7 8 9 10
	7.6	Does the plan compare competitors' concept, menu and pricing?	Y	N	N/A	1 2 3 4 5 6 7 8 9 10
	7.7	Does the plan compare competitors' location & transportation factors?	Y	N	N/A	1 2 3 4 5 6 7 8 9 10
	7.8	Does the plan compare competitors' decor and ambiance?	Y	N	N/A	1 2 3 4 5 6 7 8 9 10
	7.9	Does the plan compare competitors' type of service?	Y	N	N/A	1 2 3 4 5 6 7 8 9 10
	7.10	Does the plan compare competitors' physical condition?	Y	N	N/A	1 2 3 4 5 6 7 8 9 10
	7.11	Does the plan compare competitors' marketing approach?	Y	N	N/A	1 2 3 4 5 6 7 8 9 10
	7.12	Does the marketing plan clearly distinguish the strengths & weaknesses of each competitor and identify the competitive advantages to promote?	Y	N	N/A	1 2 3 4 5 6 7 8 9 10
	7.13	Does the marketing plan show adequate competitor information?	Y	N	N/A	1 2 3 4 5 6 7 8 9 10
	7.14	Does the marketing plan explain business lost to each competitor?	Y	N	N/A	1 2 3 4 5 6 7 8 9 10
	7.15	Does the plan show what strategies will work best against each competitor?	Y	N	N/A	1 2 3 4 5 6 7 8 9 10
	7.16	Does the plan show meeting & banquet space competitors?	Y	N	N/A	1 2 3 4 5 6 7 8 9 10
	7.17	Does the plan show room service competitors?	Y	N	N/A	1 2 3 4 5 6 7 8 9 10

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Section	#	Points of Evaluation	Y	N	N/A	Quality Rating
FOOD & BEVERAGE Product & Service Analysis	8.1	Does the marketing plan show a complete listing of each Outlet's features and benefits?	Y	N	N/A	1 2 3 4 5 6 7 8 9 10
	8.2	Does the marketing plan show a Summary of Guest Comments or any customer satisfaction ratings regarding the adequacy and physical condition of each Outlet?	Y	N	N/A	1 2 3 4 5 6 7 8 9 10
	8.3	Does the marketing plan show a list of capital improvements that have been made in the last few years?	Y	N	N/A	1 2 3 4 5 6 7 8 9 10
	8.4	Does the marketing plan show a list of capital improvements & expenditures that have been approved for this year and next year?	Y	N	N/A	1 2 3 4 5 6 7 8 9 10
	8.5	Does the capital expenditures plan reflect the priorities that will improve customer satisfaction and increase revenues?	Y	N	N/A	1 2 3 4 5 6 7 8 9 10
	8.6	Does the marketing plan define each Outlet's service concept and promise to the customer?	Y	N	N/A	1 2 3 4 5 6 7 8 9 10
	8.7	Does the marketing plan explain "moments of truth" between employee and customer?	Y	N	N/A	1 2 3 4 5 6 7 8 9 10
	8.8	Does the marketing plan mention how employees will learn job skills and behavior skills during "moments of truth" with the customer?	Y	N	N/A	1 2 3 4 5 6 7 8 9 10
	8.9	Does the marketing plan show the results of the last employee survey and outline ways to improve employee attitudes, opinions & working conditions?	Y	N	N/A	1 2 3 4 5 6 7 8 9 10
	8.10	Does the marketing plan show each Outlet's messages and methods used to reach in-house guests, local visitors and local residents?	Y	N	N/A	1 2 3 4 5 6 7 8 9 10

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Section	#	Points of Evaluation				Quality Rating
MARKET PERFORMANCE	9.1	Does the marketing plan identify the hotels in the competitive supply?	Y	N	N/A	1 2 3 4 5 6 7 8 9 10
	9.2	Does the marketing plan show the total competitive supply of hotel room nights and the hotel's share of that supply?	Y	N	N/A	1 2 3 4 5 6 7 8 9 10
	9.3	Does the marketing plan show the total competitive demand for hotel room nights and the hotel's share of that demand?	Y	N	N/A	1 2 3 4 5 6 7 8 9 10
	9.4	Does the marketing plan show the hotel's penetration of overall demand?	Y	N	N/A	1 2 3 4 5 6 7 8 9 10
	9.5	Does it show the hotel's penetration of demand by customer segment?	Y	N	N/A	1 2 3 4 5 6 7 8 9 10
	9.6	Does the plan explain why certain hotel competitors receive more or less than their fair share of the Group Business, Group Leisure, Individual Business and Individual Leisure customer segments?	Y	N	N/A	1 2 3 4 5 6 7 8 9 10
	9.7	Does the marketing plan forecast expected supply and demand growth in each customer segment?	Y	N	N/A	1 2 3 4 5 6 7 8 9 10
	9.8	Does the marketing plan mention the competitive practices being used in each customer segment?	Y	N	N/A	1 2 3 4 5 6 7 8 9 10
	9.9	Does the marketing plan discuss what strategies are required by the hotel to out-perform certain competitors in each customer segment?	Y	N	N/A	1 2 3 4 5 6 7 8 9 10
	9.10	Does the hotel's marketing plan show that marketing priorities are set and resources are allocated based on the hotel's penetration of demand?	Y	N	N/A	1 2 3 4 5 6 7 8 9 10

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MARKETING OBJECTIVES & GOALS	10.1	Does the marketing plan clearly state the company's/ hotel's mission in measurable, marketing-oriented terms?	Y	N	N/A	1 2 3 4 5 6 7 8 9 10
	10.2	Does the hotel's marketing plan show objectives that are stated clearly enough to outline sound strategies, actions and performance measures?	Y	N	N/A	1 2 3 4 5 6 7 8 9 10
	10.3	Does the plan show marketing objectives that create a singleness of purpose and create a driving force for quality improvement?	Y	N	N/A	1 2 3 4 5 6 7 8 9 10
	10.4	Does the plan clearly state where the hotel is now and where it wants to be next year and the year after?	Y	N	N/A	1 2 3 4 5 6 7 8 9 10
	10.5	Does the marketing plan show the results of customer research to determine its marketing objectives?	Y	N	N/A	1 2 3 4 5 6 7 8 9 10
	10.6	Does the marketing plan show quality objectives, such as awareness, recognition, image, reputation, first-time trial, satisfaction, and return visits?	Y	N	N/A	1 2 3 4 5 6 7 8 9 10
	10.7	Does the marketing plan show objectives that are appropriate given the hotel's resources, opportunities and competitive threats?	Y	N	N/A	1 2 3 4 5 6 7 8 9 10
	10.8	Does the plan combine all objectives into no more than 3 Major Objectives that all employees can easily remember and verbalize when asked?	Y	N	N/A	1 2 3 4 5 6 7 8 9 10
	10.9	Does the marketing plan show spreadsheets for month to month budget projections by customer segment for occupancy, average rate, room revenue? By outlet for covers, average check, F&B revenues? Other revenues? Total revenues?	Y	N	N/A	1 2 3 4 5 6 7 8 9 10

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Section	#	Points of Evaluation				Quality Rating
MARKETING STRATEGIES	11.1	Does the marketing plan state marketing objectives clearly enough to develop supporting strategies?	Y	N	N/A	1 2 3 4 5 6 7 8 9 10
	11.2	Does the plan show strategies for reaching Group Business segments?	Y	N	N/A	1 2 3 4 5 6 7 8 9 10
	11.3	Does the plan show strategies for reaching Group Leisure segments?	Y	N	N/A	1 2 3 4 5 6 7 8 9 10
	11.4	Does the plan show strategies for reaching Individual Business segments?	Y	N	N/A	1 2 3 4 5 6 7 8 9 10
	11.5	Does the plan show strategies for reaching Individual Leisure segments?	Y	N	N/A	1 2 3 4 5 6 7 8 9 10
	11.6	Does the plan show strategies for each restaurant & lounge for reaching in-house guests, local visitors and local residents?	Y	N	N/A	1 2 3 4 5 6 7 8 9 10
	11.7	Does the plan show strategies for reaching the global distribution systems (GDS) and travel agents?	Y	N	N/A	1 2 3 4 5 6 7 8 9 10
	11.8	Does the plan show differentiation and positioning strategies?	Y	N	N/A	1 2 3 4 5 6 7 8 9 10
	11.9	Does the marketing plan show marketing mix & segmentation strategies?	Y	N	N/A	1 2 3 4 5 6 7 8 9 10
	11.10	Does the plan show strategies that mention the hotel's life cycle?	Y	N	N/A	1 2 3 4 5 6 7 8 9 10
	11.11	Does the plan show strategies that mention the hotel's market position?	Y	N	N/A	1 2 3 4 5 6 7 8 9 10
	11.12	Does the marketing plan show pricing strategies?	Y	N	N/A	1 2 3 4 5 6 7 8 9 10
	11.13	Does the plan show strategies to increase penetration of segment demand?	Y	N	N/A	1 2 3 4 5 6 7 8 9 10
	11.14	Does the plan show well-written strategic statements that mention the prime prospect, geographical target, message benefits, use of tools and media?	Y	N	N/A	1 2 3 4 5 6 7 8 9 10

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Section	#	Points of Evaluation	Y	N	N/A	Quality Rating
ACTION PROGRAMMING & MARKETING COMMUNICATION	12.1	Does the marketing show actions or tasks that support strategies that support objectives in every customer segment and in every F&B Outlet?	Y	N	N/A	1 2 3 4 5 6 7 8 9 10
	12.2	Does the marketing plan show task assignments on a monthly or quarterly action calendar for each customer segment and F&B Outlet?	Y	N	N/A	1 2 3 4 5 6 7 8 9 10
	12.3	Does the plan show an action calendar for Group Business segments?	Y	N	N/A	1 2 3 4 5 6 7 8 9 10
	12.4	Does the plan show an action calendar for Group Leisure segments?	Y	N	N/A	1 2 3 4 5 6 7 8 9 10
	12.5	Does the plan show an action calendar for Individual Business segments?	Y	N	N/A	1 2 3 4 5 6 7 8 9 10
	12.6	Does the plan show an action calendar for Individual Leisure segments?	Y	N	N/A	1 2 3 4 5 6 7 8 9 10
	12.7	Does the plan show an action calendar for each F&B Outlet?	Y	N	N/A	1 2 3 4 5 6 7 8 9 10
	12.8	Does the plan show an action calendar for GDS and travel agents?	Y	N	N/A	1 2 3 4 5 6 7 8 9 10
	12.9	Does the marketing plan show the message to be communicated to each customer segment?	Y	N	N/A	1 2 3 4 5 6 7 8 9 10
	12.10	Does the plan show what messages, benefits & appeals are being aimed at whom, where, when and how communicated?	Y	N	N/A	1 2 3 4 5 6 7 8 9 10
	12.11	Does the plan show all marketing tools being used: research, advertising, public relations, promotions and direct sales?	Y	N	N/A	1 2 3 4 5 6 7 8 9 10
	12.12	Does the plan show advertising schedule?	Y	N	N/A	1 2 3 4 5 6 7 8 9 10
	12.13	Does the plan show a PR schedule?	Y	N	N/A	1 2 3 4 5 6 7 8 9 10
	12.14	Does the plan show a direct mail schedule?	Y	N	N/A	1 2 3 4 5 6 7 8 9 10
	12.15	Does the plan show a sales trip schedule?	Y	N	N/A	1 2 3 4 5 6 7 8 9 10
	12.16	Does the plan show a trade show schedule?	Y	N	N/A	1 2 3 4 5 6 7 8 9 10
	12.17	Does the plan show a promotions schedule?	Y	N	N/A	1 2 3 4 5 6 7 8 9 10
	12.18	Does the marketing plan show an action calendar that assigns tasks to persons with deadlines and cost estimates?	Y	N	N/A	1 2 3 4 5 6 7 8 9 10

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Section	#	Points of Evaluation	Y	N	N/A	Quality Rating
MARKETING BUDGET	13.1	Does the marketing plan show action calendars with task assignments and an estimate of costs?	Y	N	N/A	1 2 3 4 5 6 7 8 9 10
	13.2	Does the plan show the amount being invested in research, advertising, PR, promotions and direct sales? For each customer segment?	Y	N	N/A	1 2 3 4 5 6 7 8 9 10
	13.3	Does the plan show the amount allocated for marketing each F&B Outlet?	Y	N	N/A	1 2 3 4 5 6 7 8 9 10
	13.4	Does the plan show a 12 month line item marketing expense budget?	Y	N	N/A	1 2 3 4 5 6 7 8 9 10
	13.5	Does the marketing expense budget use the Uniform System of Accounts?	Y	N	N/A	1 2 3 4 5 6 7 8 9 10
	13.6	Does the plan compare marketing expenses with revenues generated?	Y	N	N/A	1 2 3 4 5 6 7 8 9 10
	13.7	Does the plan show marketing expenses appropriate to funding the tasks?	Y	N	N/A	1 2 3 4 5 6 7 8 9 10
	13.8	Do the tasks support the strategies? Do strategies support the objectives?	Y	N	N/A	1 2 3 4 5 6 7 8 9 10

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MARKETING MEASUREMENT & EVALUATIONS	14.1	Does the marketing plan show the return expected from investing marketing money into each customer segment, F&B outlet, promotion or program?	Y	N	N/A	1 2 3 4 5 6 7 8 9 10
	14.2	Does the marketing plan explain what it will measure?	Y	N	N/A	1 2 3 4 5 6 7 8 9 10
	14.3	Does the plan show measurement of its revenue mix?	Y	N	N/A	1 2 3 4 5 6 7 8 9 10
	14.4	Does the plan show measurement of its room revenues by customer mix?	Y	N	N/A	1 2 3 4 5 6 7 8 9 10
	14.5	Does it show measurement of F&B Outlet revenues by customer type?	Y	N	N/A	1 2 3 4 5 6 7 8 9 10
	14.6	Does the plan show measurement of revenues by Volume Accounts?	Y	N	N/A	1 2 3 4 5 6 7 8 9 10
	14.7	Does the plan show measurement of revenues by geography?	Y	N	N/A	1 2 3 4 5 6 7 8 9 10
	14.8	Does the plan show the hotel's market share and penetration of demand?	Y	N	N/A	1 2 3 4 5 6 7 8 9 10
	14.9	Does it show marketing costs to revenues in Rooms, Food & Beverage?	Y	N	N/A	1 2 3 4 5 6 7 8 9 10
	14.10	Does the plan measure the effectiveness of the marketing functions?	Y	N	N/A	1 2 3 4 5 6 7 8 9 10
	14.11	Does the plan show a tabulated summary of guest comment scores?	Y	N	N/A	1 2 3 4 5 6 7 8 9 10
	14.12	Does the plan mention a Hotel Marketing Planning Team?	Y	N	N/A	1 2 3 4 5 6 7 8 9 10
	14.13	Does the plan mention Monthly Marketing Meetings?	Y	N	N/A	1 2 3 4 5 6 7 8 9 10
	14.14	Does the plan mention Quarterly Reviews of Marketing Effectiveness?	Y	N	N/A	1 2 3 4 5 6 7 8 9 10
	14.15	Does the plan mention Marketing Audit recommendations & actions?	Y	N	N/A	1 2 3 4 5 6 7 8 9 10

The Hotel Marketing Audit: Evaluation of The Subject Hotel Marketing Plan

Section	#	Points of Evaluation	Y	N	N/A	Quality Rating
PRESENTATION OF MARKETING PLAN	15.1	Does the marketing plan have an Executive Summary under 20 pages?	Y	N	N/A	1 2 3 4 5 6 7 8 9 10
	15.2	Is the Executive Summary in a presentation format using audio-video?	Y	N	N/A	1 2 3 4 5 6 7 8 9 10
	15.3	Does the marketing plan show a schedule of presentations to managers, GM, corporate executives, owners, lenders, investors and all employees ?	Y	N	N/A	1 2 3 4 5 6 7 8 9 10
	15.4	Does the plan show the signature of Hotel GM indicating approval to implement the hotel's marketing plan & expense budget?	Y	N	N/A	1 2 3 4 5 6 7 8 9 10
	15.5	Does the plan show the signature of the Corporate CEO indicating approval to implement the hotel's marketing plan & expense budget?	Y	N	N/A	1 2 3 4 5 6 7 8 9 10
	15.6	Does the marketing plan include the capital improvements budget?	Y	N	N/A	1 2 3 4 5 6 7 8 9 10
	15.7	Does the plan show the signature of the Hotel GM and Corporate CEO indicating approval to implement the capital improvements?	Y	N	N/A	1 2 3 4 5 6 7 8 9 10