

Marketing Plan: **TripAdvisor**

HFT6596- Marketing Management

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TABLE OF CONTENTS

Executive Summary	3
Situational Analysis	3
<i>Environmental Scan</i>	3
<i>Market</i>	3
<i>Competition</i>	3
<i>Expansion Plans</i>	4
<i>Customer</i>	4
<i>Property</i>	4
SWOT Analysis	5
Strategic Marketing Plan	6
Tactical Marketing Plan	6
<i>Functions</i>	6
<i>“Your Friends”</i>	6
<i>Promotions and Pricing</i>	7
<i>Loyalty Program</i>	7
<i>Sales Channels</i>	8
<i>Subscription Advertisements</i>	8
<i>Click-Through Advertisements</i>	8
<i>Services</i>	8
<i>Corporate Partnerships</i>	8
Budget	9
<i>“Your Friends” Budget</i>	9
<i>Loyalty Program Budget</i>	9
<i>Subscription and Click-Through Advertising Budget</i>	10
<i>Corporate Partnerships Budget</i>	10
<i>Total Marketing Plan Budget</i>	10
Evaluation	11
<i>“Your Friends” Evaluation</i>	11
<i>Loyalty Program Evaluation</i>	11
<i>Subscription and Click-Through Advertising Evaluation</i>	12
<i>Corporate Partnerships Evaluation</i>	13
<i>Total Marketing Plan Evaluation</i>	14
Appendices	14
<i>Appendix A</i>	14
<i>Appendix B</i>	14
<i>Appendix C</i>	14
<i>Appendix D</i>	14
<i>Appendix E</i>	15
References	15

I. EXECUTIVE SUMMARY

TripAdvisor is an online travel site in which travelers can plan their trip. The website offers advice from other travelers as well as different travel choices and planning ideas that link to booking tools (TripAdvisor, About TripAdvisor, 2014). The marketing plan that we have created will provide a push by increasing awareness and creating and reinforcing positive attitudes within the target market. We have developed a series of marketing strategies to forge positive consumer relationships with the brand, capture their personal information and encourage repeat business.

This Marketing plan focuses on increasing awareness by convincing the target market that TripAdvisor will enrich the overall travel experience and developing a unique and enticing loyalty program. In order to achieve these objectives we have set SMART goals (Appendix A) by identifying the main competitors and determining TripAdvisor's strengths and weaknesses.

The marketing plan targets an audience of females age 35-54 with a household income above \$75,000 annually. (TripAdvisor, Research, 2013). However, we recommend employing a range of mediums such as subscription and click-through advertisements, a loyalty program, and corporate partnerships in order to expand to a wider range of ages and interests. Our specific goals seek to increase brand awareness, the number of unique visitors to the website, advertising revenue, and the number of bookings made via TripAdvisor.

II. SITUATION ANALYSIS

Environmental Scan

- **Market**

According to the TripAdvisor Amended Annual Report (2013), TripAdvisor's revenue increased 20% from 2012 to 2013. In addition, Analysts predict that earnings this year will increase 14.65% over last year. Future forecasted earnings (Zacks Investment Research, 2014) are depicted in Appendix B. Not only has there been growth in revenue, but also in customers. The use of smartphones and tablet devices grew to 140 million mobile visitors each month. According to Steve Kaufer, President and CEO of TripAdvisor, there are 280 million visitors each month, 50% of which are on mobile devices (TripAdvisor, 2014).

- **Competition**

Different marketing efforts from competitors have been effective; therefore TripAdvisor will piggyback their efforts. The two top competitors, Expedia and Priceline, both participate in commercials, online advertising, and social media marketing. One successful marketing campaign from Priceline was the "Bring-A-Friend" campaign.

The "Bring-A-Friend" campaign encouraged travelers using Priceline to book one or two more rooms at a time. In order to do so, they offered a bonus cash reward for future hotel stays (OceanMedia, 2009).

In order to compete with Priceline's TV advertising campaign, TripAdvisor created one for themselves. The "15 Seconds of Fame" TV contest allowed people to create their own version of their "Don't Just Visit" TV commercials. The commercials submitted showed traveling with TripAdvisor vs. not traveling with

them. The contest created a lot of buzz with their grand prize, of \$25,000 as well as having their commercial aired. (TripAdvisor, 15 seconds of fame, 2014)

- **Expansion Plans**

TripAdvisor recently announced a merger with Viator (MergerTech, 2014). Viator is a website that allows users to book activities during travel in different countries around the world (MergerTech, 2014). According to Kaufer, the addition of online and mobile bookings for attractions and activities is a huge opportunity for the business (Chowdhry, 2014). Due to the fact that the two companies go hand in hand, it will add value to the users, potentially appealing to a larger number of customers.

- **Customer**

The target market for TripAdvisor are customers in the United States and United Kingdom who plan to travel and are excited about travel. For the purpose of this marketing plan we will focus on the US alone; however, we have provided the following demographics for the United States and United Kingdom. (TripAdvisor, Research, 2013)

United States Economics and Demographics:

- 57% of TripAdvisor users in the US are female
- 21% of TripAdvisor users in the US are between the ages of 25-34
- 40% of TripAdvisor users in the US are between the ages of 35-54
- 55% of TripAdvisor users in the US have a household income of \$75K+
- 39% of TripAdvisor users in the US have a HHI of \$100K+
- 45% of TripAdvisor users in the US have children
- 59% of TripAdvisor users in the US have a household size of 3 or more

United Kingdom Economics and Demographics:

- 51.6% of TripAdvisor users in the UK are female
- 18.3% of TripAdvisor users in the UK are between the ages of 35-44
- 23.7% of TripAdvisor users in the UK are between the ages of 45-54
- 14% of TripAdvisor users in the UK have a household income of \$75K+
- 5% of TripAdvisor users in the UK have a HHI of \$115K+
- 62% of TripAdvisor users in the UK have children

- **Property**

Click-based and display-based advertising were both very successful for TripAdvisor. Together they created a 47% increase in revenue (TripAdvisor, 2014). The key customer contact points for the company are online marketing, email marketing, and television commercials.

III. SWOT ANALYSIS

TripAdvisor brings many strengths to the OTA arena. Primarily the company's strengths include an overall positive brand image within their target market, user-friendly content and believable online reviews. Their strengths have brought many opportunities to the table for the company included a growth in demand as well as a growth in equity and an expanded target market via mergers. On the other hand, the

company's decision to not utilize a third party to verify the identity of its users means that the risk of fake reviews is a weakness for Trip Advisor who faces threats due to increased competition resulting in increased costs (Appendix C).

IV. STRATEGIC MARKETING PLAN

Our revamped strategic marketing plan for TripAdvisor focuses on the objectives and strategies that will be used to position the brand in a manner that will allow TripAdvisor to accomplish its marketing objectives and overall goals while staying true to its mission statement (Appendix D).

In the minds of consumers TripAdvisor is an open forum for target market consumers within the hospitality, tourism and travel industry to create, share and post user-generated content. The purpose of this service is to assist target market consumers in evaluating the perceived versus expected quality of services and experiences offered by various properties and locals. Essentially, TripAdvisor is a public arena in which consumers can evaluate satisfaction based on the input of other like-minded consumers prior to committing to purchase. In order to maintain this position within the marketplace, TripAdvisor needs to focus on marketing objectives and goals that support its mission, position and purpose.

The marketing objectives we are aiming to accomplish over the next marketing year are as follows:

- Increase awareness of the TripAdvisor brand
- Convince the target market that TripAdvisor will enrich the overall travel experience
- Develop a unique and enticing loyalty program

These objectives will be accomplished by focusing on the following SMART goals:

- Increase brand awareness by 45% within the target market
- Increase number of unique monthly visitors to the TripAdvisor website by 30%
- Increase subscription advertising revenue by 20%
- Increase bookings by 20% within the target market

In order to accomplish these goals and objectives, we have devised a series of marketing strategies to attract consumers to the brand, capture their personal information and induce repeat business.

In order to attract customers to the brand we have identified brand promises and emphasized our unique selling points. The two brand promises the TripAdvisor is to uphold are 1.) a promise to enrich the travel experience and 2.) a promise to help travelers avoid disappointment or regret pertaining to travel-related decisions. In order to make good on these promises, TripAdvisor is emphasizing a few unique selling points: 1.) a "Your Friends" tab that allows the consumer to see where their friends have traveled to and what their thoughts are on those destinations via syncing with friends lists from various social media sites, 2.) a new unique and valuable loyalty program and 3.) offline access to 300+ properties.

After target market consumers are interested in the brand, TripAdvisor will aim to capture the market's attention. First, TripAdvisor will need to gain contact

information and build a database . This will be accomplished by increasing awareness of their new loyalty program (see Tactical Marketing Plan), partnering with airports, hotels and attractions, and advertising.

Next, TripAdvisor will explain the tangible benefits of the brand: membership only deals and upgrades, plan with friends via “Your Friends” tab, and free offline access to the TripAdvisor App.

Now that consumers are interested in the various benefits and are aware of the new loyalty program, TripAdvisor will begin to lay the foundation for customer loyalty. The membership program will be free to join and will only require an email address, name and birthdate to register.

All members will enter the program at the TA Membership level. Quality members whom book 3-6 trips a year will be upgraded to TA Membership Gold level and those that book 7 or more trips a year will be upgraded to TA Membership Platinum level. There will be TA Corporate Gold and Platinum level memberships available as well for businesses that book 5-9 trips and 10+ trips a year, respectfully as well. In order to complete the upgrade these members will be required to provide additional contact information: Gold requires mailing address and phone number and Platinum requires saved credit card information. These requirements are the same for the individual and the corporate membership plans .

At each level of the loyalty program the consumer will be eligible for different perks or rewards. At the general level, consumers will receive offers and advertisements tailored to their market segment. At the Gold level this will be enriched by reduced rate deals and upgrades at various locals, and at the Platinum level consumers will be prioritized with speedy check out capabilities and free deals and upgrades at various locals. Corporate members will receive greater offers than individual members and their need to meeting and banquet space will be taken into consideration when developing their discounts and deals.

Now that loyalty has a base on which to stand, TripAdvisor will induce consumers, particularly loyalty club members, to return by ensuring adequate market saturation and knowledge about the loyalty program and by monitoring members’ internet usage and sending them a personalized communication when they begin to visit other hospitality, travel and tourism sites.

V. TACTICAL MARKETING PLAN

The tactical marketing plan will be developed from the foundation laid by research, objectives and strategies previously explained. The tactical marketing plan will focus on the functions, promotions and pricing, sales channels and services that TripAdvisor will exploit in order to obtain their strategic marketing plan.

Functions

- **“Your Friends”**

The tactical goal of the Your Friends function to encourage groups to utilize TripAdvisor for the purpose of making joint decisions regarding travel and tourism. This will be accomplished through the act of a “team leader” registering a group account and sending an invitation containing a group logon and password to others that they wish to take part in the decision process. Anyone with the group’s logon

information can access the group and post suggestions, participate in private group conversations, review and share public reviews. The team leader will have the ability to organize the group and take action on final decisions. This program would function much the way that Google Docs allows individuals to collaborate on various documents, except it would be adapted to serve the needs of the tourism industry.

This function's cost will be determined via the following formula: TV Ads (\$5 per thousand [CPM])+Internet Ads (\$35 CPM)+Cost of providing service (\$150/month)

Success will be measured by tracking how many new groups register per a quarter and per a year, the number of groups converted to bookings per a quarter and per a year as well as the number of return groups per year.

The specific action steps for this function are:

1. Increase functionality of "Your Friends" to include group registration, research and communication and booking functionalities.
2. Promote usability and fun of researching, planning and booking with friends and family via advertising.
3. Measure consumer satisfaction and feedback.
4. Adapt.
5. Measure success.

Promotions and Pricing

- **Loyalty Program**

The tactical goal of the loyalty program is to encourage return users. The loyalty program will consist of two categories and 3 tiers as depicted in Appendix E.

The cost of this program will be determined via the following equation: Cost of running the loyalty program (3% of revenue)+Cost of contract creation and maintenance (\$1,250 per contract) + fees paid by TripAdvisor for upgrades/extras afforded to the guest.

Success will be measured based on the number of new member registrants per quarter and per year, the number of TripAdvisor registrants achieving the Gold/Platinum level each quarter and each year in each category and the number of Gold/Platinum members maintaining their status quarter to quarter and year to year in each category.

The action steps required for the loyalty program are:

1. Reach out to various locals.
2. Generate and sign contracts detailing expectations, roles, pricing and procedures with participating locals.
3. Implement upgrade/discount processes and procedures (i.e. decide who gets what offers when).
4. Gauge reception.
5. Adapt.
6. Measure success.

Sales Channels

- **Subscription Advertisements**

The tactical goal of our focus on subscription advertisements is to increase hard-revenue from businesses (the subscriber) within the hospitality and tourism industry via advertisements are displayed on the TripAdvisor site for a specific amount of time at a specific rate regardless of advertising effectiveness. Subscribers would be required to sign binding contracts with TripAdvisor to pay a specific amount for their ad to be ran for a specific amount of time.

The cost of this channel is equal to \$1,250 per contract.

Success will be measured via monitoring the revenue brought in by subscription ad sales and ensuring that sales cover the cost of the operation. In addition, revenue generation will be compared quarter-to-quarter and year-to-year.

The action steps for this channel are:

1. Reach out to various locals (Sales Calls).
2. Generate and sign contracts.
3. Upload ads.
4. Monitor contract agreements.
5. Measure success.

- **Click-through Advertisements**

The tactical goal of this sales channel is to generate additional revenue from businesses (the client) within the hospitality and tourism industry that have smaller advertising and marketing budgets via advertising that the client pays for on a “per-click basis.” For these advertisements, the client will pay a low flat rate for the placement of the ad (varies depending on location) and a per-click rate as specified in a binding contract that must be signed by both the client and TripAdvisor.

The cost of this channel is equal to \$1,250 per contract-\$1.35 per click which is paid for by the company who wishes to run the ad.

Success will be measured the same way as subscription ads (see above).

The action steps required for this sales channel are:

1. Reach out to various locals (Sales Calls).
2. Generate and sign contracts.
3. Upload ads.
4. Monitor contract agreements.
5. Measure success.

Services

- **Corporate Partnerships**

TripAdvisor will provide TripAdvisor satellite venues in airports, hotels, and attractions by partnering with various locals. Examples of this would include but are not limited to TripAdvisor courtesy or comment cards in hotel rooms, TripAdvisor kiosks in airports, and automated TripAdvisor ticket printers (kiosks) at attractions that allow TripAdvisor Gold and Platinum members to skip the ticket line by reserving in advance and self-service printing upon arrival. The tactical goal of these

corporate partnerships is to integrate TripAdvisor into every step of the travel experience. Some of these services would require a Gold or Platinum membership.

The cost of this program would be determine via the following formula: Kiosk production, installation and MT (\$104,200 per kiosk)+Design, print and deliver courtesy cards (\$53.99x500).

Success would be measured based on the number of tickets printed via kiosks per quarter and per year as well as the number of bookings made and or changed via satellite venues.

The action steps for this service would include:

1. Reach out to various airports, hotels and attractions to gauge interest.
2. Generate and sign contracts detailing expectations, roles and procedures.
3. Implement kiosks.
4. Educate the target audience.
5. Gauge reception.
6. Adapt.
7. Measure success.

The tactical market plan has laid out the specifics pertaining to the Your Friends function, Loyalty Program promotions and pricing, advertising sale channels and services provide through corporate partnerships.

VI. BUDGET

This section will focus on projected financials that are backed up by action steps and tactical marketing plan costs as well as identifying and rectifying any variances and planning for miscellaneous charges that may come to light along the way.

For the purpose of this Marketing Plan, we will consider 80% of the revenue from the year 2013 to comprise the starting budget for the company. In addition, we will utilize 48% of the 2013 revenue as the marketing budget ($[2013 \text{ Marketing Budget}/2012 \text{ Revenue}]100= 48\%$) and we will also assume that taxes and expenses are equal to 10% of revenue.

- 2013 Revenue= 944, 661, 000 → 80% of Rev (2015 budget)= \$755, 728, 8000
- (2013 Marketing Budget: 368,353, 000/Year 2012 Rev: 762, 966,000)100=48%
 - $944,661,000(.48)=2014 \text{ Marketing Budget: } \$453, 437, 280$

“Your Friends” Budget

This function’s cost will be determined via the following formula: TV Ads (\$5 per thousand [CPM])+Internet Ads (\$35 CPM)+Cost of providing service (\$150/month)=total cost of function.

Our target market is women ages 35-54 with a household income of at least 75K and most have at least one child. As a result we will choose television spots that air during the day usually between the hours of 10am and 3pm. According to Gary Davis Media these spots cost about \$5 CPM. We will choose nationally syndicated shows that reach 10,000 and local shows or news channels that reach 5,000. On average we will aim to reach 50,000 people per a day. In addition we will purchase banner ads on search engines and directories that will show up when consumers search related key terms and

phrases with an expected reach of 35,000 per an outlet. The outlets we will use will be the big three: Google, Yahoo and Bing. According to BenchMark Communications this banner ad will cost \$35 CPM. Lastly, according to 720Media, the maintenance of a large website will cost approximately \$150/month.

- $(\$5 \times 50,000) + [(\$35 \times 35,000) \times 3 \text{ outlets}] + (\$150 \times 12 \text{ months}) = \$3,926,800$

Loyalty Program Budget

The cost of this program will be determined via the following equation: Cost of running the loyalty program (3% of revenue)+Cost of contract creation and maintenance (\$1,250 per contract).

According to Forbes.com, loyalty programs cost an average of 3% of total revenue. In addition, lawyer charge between \$500 and \$2000 to create and maintain contracts between businesses according to Entrepreneur.com. For the purpose of this marketing plan we will use the median value of \$1,250 per contract and assume that TripAdvisor will create contracts with the top 10 US hotel chains. This amount will cover the cost of the contract (\$1,250) plus any costs paid by TripAdvisor for upgrades and extras provided to the guest, which will be accounted for via a 10% buffer in this portion of the budget.

- $[(944,661,000 \times .03) + (1,250 \times 10)] + (10\% \times 28,352,330) = \$31,187,563$

Subscription and Click-Through Advertising Budget

The cost of this program is equal to the cost of Subscription Ads: (\$1,250 x the number of contracts - \$35 per a thousand impressions which is paid by the company wishing to advertise on TripAdvisor) PLUS the cost of Click-Through Ads: (\$1,250 per contract - \$1.35 per click paid by the company wishing to advertising on TripAdvisor.) The result will be revenue brought in by TripAdvisor.

- $\{(1,250 \times 10) - [(35 \times 100,000) \times 10]\} + \{(1,250 \times 10) - (1.35 \times 10,000)\} = \$34,999,750$
(Revenue brought in via advertising sales)

Corporate Partnerships Budget

The cost of this program would be determine via the following formula: Kiosk production, installation and MT (\$104,200 per kiosk)+Design, print and deliver courtesy cards (\$53.99x500).

Utilizing the average cost per kiosk installed and maintained at an airport (Shamma 2014) of \$104,200 and assuming that TripAdvisor installs 5 kiosks at each of 20 top attractions in the US and given VistaPrint's charge of \$53.99 per 500 Rack Cards and assuming that TripAdvisor places 10,000 cards per month at the top 100 busiest hotels in the US we can estimate the cost of this program.

- $[104,200(5 \times 20)] + \{[(10,000 \times 100)/500] \times 53.99\} \times 12 = \$11,715,760$

Total Marketing Plan Budget

Amount of Budget Spent on New Tactical Objective=(Your Friend's +Loyalty Program + Corporate Partnerships)-Ad Revenue.

$$(3,926,800 + 31,187,563 + 11,715,760) - 34,999,750 = \$11,830,373$$

Assuming that all other marketing costs remained the same, an additional \$368,353,000 would be spent on projects continued from the previous year.

Total Amount Spent= 11, 830, 373 + 368, 353, 000= **\$380, 183, 373**

The remaining 16.2% of the 2014 total marketing budget will be considered a buffer used to account for estimates, unexpected expenses and any variances that may come to light throughout the course of the year. This buffer will total \$73, 253, 907.

VII. EVALUATION

Each marketing program will be measured individually and scored on a scale of 0-1. The scores will be broken down as follows:

- Score of 0.8-1: highly successful
- Score of 0.6-0.79: moderately successful
- Score of less than 0-0.59: unsuccessful

“Your Friends” Evaluation

During the first year, the number of new groups registered per quarter as well as the number of groups converted to bookings each quarter will be weighted most heavily.

The goal for the number of new groups each quarter is as follows:

- Q1: 10
- Q2: 12
- Q3: 15
- Q4: 10

The score for this segment of the function will be calculated as a decimal according to the following equation:

- Score 1=(# of groups registered in Q1/Q1 goal)
 - This equation will be repeated for each quarter. Then the scores from each quarter will be averaged and rounded to the nearest tenth.
 - $Avg=(Score\ 1 + S2 + S3 + S4)/4$

Next, the number of groups converted to bookings per a quarter will be calculate.

The goal for this parameter per quarter is as follows:

- Q1: 3
- Q2: 4
- Q3: 7
- Q4: 4

The score for this segment of the function will be calculated in the same manner as the last. For the first year only these two segments will be averaged as follows:

- Seg Avg=(Seg 1 + Seg 2)/2
 - If this score is equal to or greater than 0.6 the program will be carried to the next year, at which point new goals will be set.

In following years the following segments will be added:

- Number of new groups registered per year
- Number of groups converted to bookings per year
- Number of return groups per year

Loyalty Program Evaluation

During the first year, the number of new member registrants per quarter as well as the number TripAdvisor registrants achieving the Gold/Platinum level each quarter will

be weighted most heavily. The goal for the number of new members each quarter is as follows:

- Q1: 10,000
- Q2: 12,000
- Q3: 15,000
- Q4: 10,000

The score for this segment of the program will be calculated as a decimal according to the following equation:

- $\text{Score 1} = (\# \text{ of new member registrants in Q1} / \text{Q1 goal})$
 - This equation will be repeated for each quarter. Then the scores from each quarter will be averaged and rounded to the nearest tenth.
 - $\text{Avg} = (\text{Score 1} + \text{S2} + \text{S3} + \text{S4}) / 4$

Next, the number of TripAdvisor registrants achieving the Gold/Platinum level per a quarter will be calculated. The goal for this parameter per quarter is as follows:

- Q1: 3,000
- Q2: 4,000
- Q3: 7,000
- Q4: 4,000

The score for this segment of the program will be calculated in the same manner as the last. For the first year only these two segments will be averaged as follows:

- $\text{Seg Avg} = (\text{Seg 1} + \text{Seg 2}) / 2$
 - If this score is equal to or greater than 0.6 the program will be carried to the next year, at which point new goals will be set.

In following years the following segments will be added:

- Number of new member registrants per year
- Number of TripAdvisor registrants achieving the Gold/Platinum level per year in each category
- Number of Gold/Platinum members maintaining their status quarter-to-quarter and year-to-year.

Subscription and Click-through Advertising Evaluation

Success will be measured via monitoring the revenue brought in by subscription ad sales and ensuring that sales covers a large enough portion of the cost of the operation. In addition, revenue generation will be compared quarter-to-quarter and year-to-year.

The planned revenue from these channels is **\$34,999,750** in the first year. This will be broken down as quarterly goals in the following manner:

- Q1: \$6, 999, 950 (20%)
- Q2: \$10, 499, 925 (30%)
- Q3: \$10, 499, 925 (30%)
- Q4: \$6, 999, 950 (20%)

The score for this segment of the program will be calculated as a decimal according to the following equation:

- Score 1=(Revenue in Q1/Q1 goal)
 - This equation will be repeated for each quarter. Then the scores from each quarter will be averaged and rounded to the nearest tenth.
 - $Avg=(Score\ 1 + S2 + S3 + S4)/4$

Next, the amount of revenue required to cover a large enough portion of the cost of operation is set as 75% of the expected revenue (\$26, 249, 812.50).

The score for this segment of the program will be calculated as a decimal in the following manner:

- $Score=(Amount\ of\ Rev\ Received/Expected\ Revenue)$

In order for the program to be deemed successful both segments must score greater than or equal to 0.06. If this score is equal to or greater than 0.6 the program will be carried to the next year, at which point new goals will be set.

In following years the following segment will be added:

- Revenue generation comparison year to year

Corporate Partnerships Evaluation

During the first year, the number of tickets printed via kiosks per quarter as well as the number of bookings made or changed via satellite venues each quarter will be weighted most heavily. The goal for the number of tickets each quarter is as follows:

- Q1: 10, 000
- Q2: 12, 000
- Q3: 15, 000
- Q4: 10, 000

The score for this segment of the function will be calculated as a decimal according to the following equation:

- Score 1=(# of tickets printed in Q1/Q1 goal)
 - This equation will be repeated for each quarter. Then the scores from each quarter will be averaged and rounded to the nearest tenth.
 - $Avg=(Score\ 1 + S2 + S3 + S4)/4$

Next, the number of bookings made or changed via satellite venues per a quarter will be calculated. The goal for this parameter per quarter is as follows:

- Q1: 300
- Q2: 400
- Q3: 700
- Q4: 400

The score for this segment of the function will be calculated in the same manner as the last. For the first year only these two segments will be averaged as follows:

- $Seg\ Avg=(Seg\ 1 + Seg\ 2)/2$
 - If this score is equal to or greater than 0.6 the program will be carried to the next year, at which point new goals will be set.

In following years the following segments will be added:

- Number of tickets printed via kiosks per year
- Number of bookings made or changed via satellite venues per year

Total Marketing Plan Evaluation

The total marketing plan will be evaluated as a whole by averaging the scores from each program. The total marketing plan will be considered graded as follows:

- Score of 0.8-1: highly successful
- Score of 0.6-0.79: moderately successful
- Score of less than 0-0.59: unsuccessful

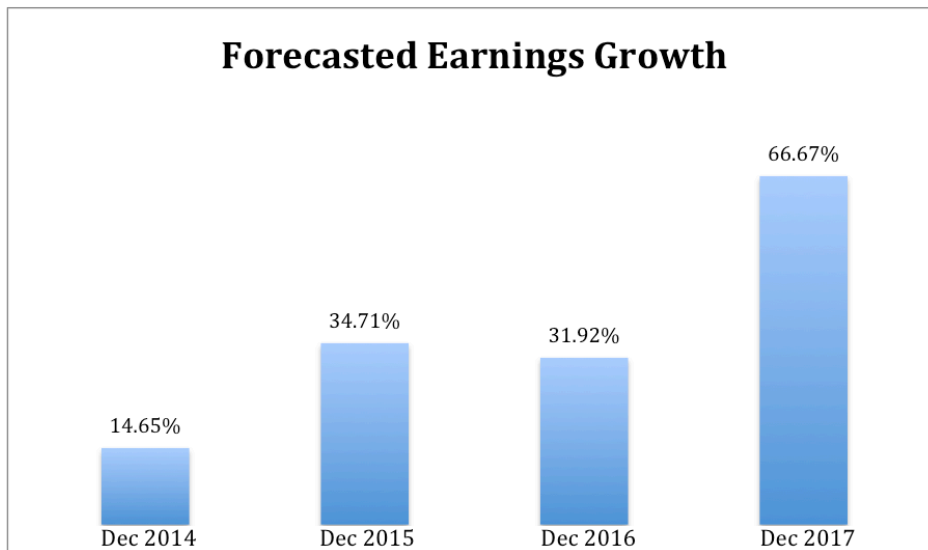
VII. APPENDICES

Appendix A

SMART goals is an acronym for a standard to judge the validity of the goals set by an individual, group or organization.

Specific **M**easurable **A**chievable **R**ealistic **T**imely

Appendix B



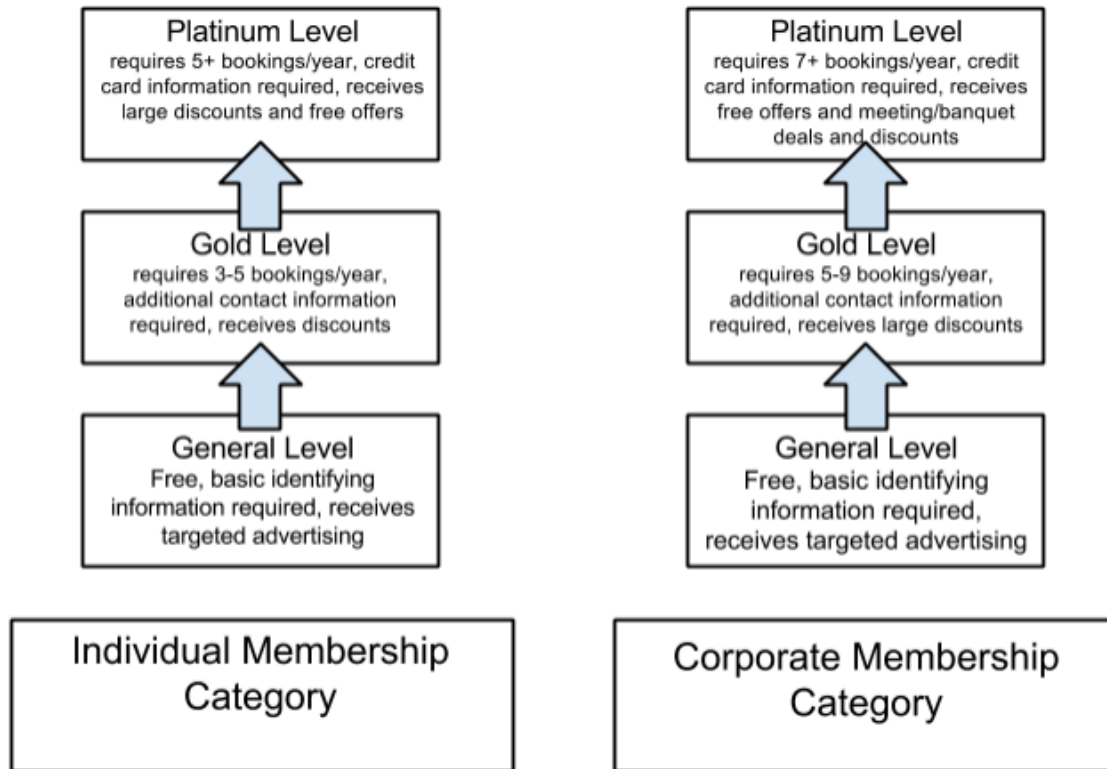
Appendix C

<p style="text-align: center;"><u>Strengths</u></p> <ul style="list-style-type: none">o Positive brand imageo User-friendly contento Online reviews	<p style="text-align: center;"><u>Opportunities</u></p> <ul style="list-style-type: none">o Growth in demando Creating new markets with mergers
<p style="text-align: center;"><u>Weaknesses</u></p> <ul style="list-style-type: none">o Risk of fake reviews	<p style="text-align: center;"><u>Threats</u></p> <ul style="list-style-type: none">o Increased costso Competition growth

Appendix D

TripAdvisor's mission is "to help people plan and have the perfect trip" (TripAdvisor 2014).

Appendix E



VIII. REFERENCES

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