MARKETING

MANAGEMENT

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Jumeirah

1- EXECUTIVE SUMMARY

* Brand overview

Synonymous with Dubai, the Jumeirah Group’s hotels and resorts are among the world’s most luxurious, with the celebrated Burj Al Arab hotel being one of its most famous creations.

Other projects include Madinat Jumeirah, Jumeirah Emirates Towers and Jumeirah Etihad Towers. But its expansion goes beyond the region and into London, the Maldives and Shanghai.

It also announced a new brand, Zabeel House by Jumeirah, the first of which launched in Al Seef this year. It will also expand into three new countries, with the opening of new properties in Bahrain, Oman and Bali.

Jumeirah Hotels and Resorts has been making a distinguished impact on the global hospitality market for more than two decades…

* Conclusions and recommendations

Jumeirah as a brand and in particular, Jumeirah Beach Hotel started changing its practices to suit modernism and guests' needs that goes with current times.

The hotel was refurbished a year ago, and for example, outdated / old services such as pool tables and large video games were replaced with modern devices for guests enjoyment, such as portable Nintendo switch consoles and large screens where children can copy the movement on these screens and dance in groups…

Also, older colleagues were replaced with younger ones from the new generation to enhance customer service and keep the manpower energetic.

Focusing on complaints from guests and recovering / achieving guest satisfaction is a great tool to learn from mistakes and improve and it is seriously used in Jumeirah group.

The above examples help attract families / raise sales and be the best among the competitors.

2- BRAND OVERVIEW

Jumeirah Hotels and Resorts is a well-established luxury hotel company, which has had a distinct impact on the global hospitality market for the past two decades. Jumeirah has transformed the way that luxury is defined as exemplified by its flagship hotel, Burj Al Arab Jumeirah.

Today, Jumeirah is a Dubai national champion and an acclaimed luxury hospitality leader operating 22 Jumeirah branded properties and two Zabeel House by Jumeirah hotels in eight countries, employing 13,500 colleagues from across 140 nationalities.

In 2018, Jumeirah entered a phase of accelerated growth under the leadership of its new CEO, José Silva. Jumeirah has seen unparalleled success in Dubai and regionally, and will build upon this expertise as it expands internationally. In terms of strategy, Jumeirah Group will continue to own properties and grow through acquisition as well as hotel management agreements. Both new and existing markets have been identified for expansion across Middle East, Europe and Asia with the vision to take the brand global, and each property will be clearly stamped with the Jumeirah signature, making a strong statement within the industry.

Dining – elevating the experience

Jumeirah’s strategic positioning puts Food & Beverage as a core pillar of the brand and its strongest differentiator. No other hotel in Dubai can compete with Jumeirah for properties or our rich dining experiences, and as we expand the portfolio enhanced and new restaurant concepts will be central to our international development strategy. With the recent appointment of renowned epicure, Micheal Ellis as Chief Culinary Officer, Jumeirah will drive creativity and reinvigorate its dining concepts and gastronomic experiences across its portfolio.

Service – the heart of Jumeirah

Placing the guest at the heart of all we do is a top priority. A current focus is to elevate the already very high standards of excellence. We are committed to continuous improvement and to ensuring that the Jumeirah name is synonymous with great service, high quality and exhilarating experiences. With a renewed determination to lead luxury hospitality, Jumeirah has re-committed to deliver personalized guest experiences offering service beyond expectations.

Product, Architecture and Design – unmatched and redefined

Jumeirah serves understated luxury within exquisite spaces that makes a stay truly memorable. Our hotels set new standards within the industry. Jumeirah is creating ideal environments to stir emotion, whether you are in a restaurant, spa, guest room or lobby – wherever you are in a Jumeirah hotel you will enjoy harmonious spaces, signature landscapes, and iconic architecture like the Burj Al Arab Jumeirah. For a Jumeirah guest, travel is enhanced by both our warm hospitality and the atmosphere and sense of place that being in a Jumeirah hotel evokes.

Brand Portfolio :

Jumeirah Group operates two extraordinary hotels brands offering exceptional guest experiences across the world. Jumeirah Hotels & Resorts are regarded as among the most luxurious and innovative in the world, and have won numerous international travel and tourism awards including 76 prestigious accolades in 2017. Zabeel House by Jumeirah was launched in February 2018. Zabeel House was created in response to the continuing and growing travel trend for exploration and enrichment through travel experiences. This new casual-upscale brand provides an opportunity for Jumeirah to access new localities and destinations.

JUMEIRAH Hotels & Resorts’ STAY DIFFERENT™ brand promise delivers imaginative and exhilarating experiences in culturally connected environments offering a thoughtful and generous service.

3- Competition Overview

Competition is the rivalry between companies selling similar products and services with the goal of achieving revenue, profit, and market share growth. Market competition motivates companies to increase sales volume by utilizing the four components of the marketing mix, also referred to as the four P's. These P's stand for product, place, promotion, and price. Knowing and understanding your competition is a critical step in designing a successful marketing strategy. If we are not aware of who the competition is and knowledgeable about their strengths and weaknesses, it's likely that another firm could enter the picture and provide a competitive advantage, such as product offerings at lower prices or value added benefits. Identifying our competition and staying informed about their products and services is the key to remaining competitive in the market and is crucial to the survival of any business.

Jumeirah’s competitors are other five star hotels, except Burj Al Arab which has no competition as it is the sole seven star hotel in the world.

4- Target Market

It is all about identifying demand, which is defined as the systematic gathering, recording, analysis and utilisation of information related to all factors which affect a business operator. If a hotel operator cannot clearly recognise not only the customers needs and requirements but the level of these, how are they ever going to be able to make their business successful? The main method of identifying customer needs is market research. There are many ways of gathering this research such as telephone surveys, personal interviews, guest comment data, mailed questionnaires and competitor analysis.

5- Segmentation – Demographic, Behavior, Psychographic

Market segmentation is the process of dividing a market of potential customers into groups, or segments, based on different characteristics. The segments created are composed of consumers who will respond similarly to marketing strategies and who share traits such as similar interests, needs, or locations.

* Demographic segmentation is defined as a market segmentation method based on variables such as age, gender, income etc. ... Demographic attributes like age, sex, gender, religion, and educational qualification, play an important role in research.
* Behavioral segmentation is defined as the process of dividing the total market into smaller homogeneous groups based on customer buying behavior. Behavioral segmentation is done by organizations on the basis of buying patterns of customers like usage frequency, brand loyalty, benefits needed, during any occasion etc.
* Psychographic segmentation is a method used to group prospective, current or previous customers by their shared personality traits, beliefs, values, attitudes, interests, and lifestyles and other factors. These characteristics may be observable or not.

Because of many competitors in market segmentation of luxury hotels, Jumeirah Beach Hotel performs sales off strategy to promote sales.

For example, they always have special offers such as 4 nights for AED 5000 – Includes Free Half Board per person based on two people sharing an Ocean Deluxe Room on a half board basis. Inclusive of private transfers, scheduled economy seats and all applicable taxes (Luxury worldwide collection)

Jumeirah Beach Hotel announced that they have many other offers for customers and speak daily to their hotels to source better prices. In other ways, they have proper promotion strategies with partners to reach customers such as customers can save up to 70% if they book through an online booking partner such as Expedia or Booking.com .

6- S.W.O.T. analysis

* Strengths
* The Jumeirah Group have excelled in maintaining the standards of reaching and exceeding guest needs and desires, especially due to service, F&B outlets and tourism activities.
* The Jumeirah Group shows high efficiency in managing multiple hotels and retaining the same if not better standards of service in all global hotels/resorts.
* Sirius, Jumeirah’s own loyalty programme, giving frequent or new guests the opportunity to receive exclusive membership and offer privileges.
* Weaknesses
* As the company has a very narrow target audit it needs to improve the branding and advertisement, to directly reach the target audience, in order to have an effect.
* Another weakness relating to the target audit, the hotel chain should introduce more family-friendly adjustments or promotional fares for families, to encourage more family guests.
* Opportunities
* Jumeirah Lake Towers, Dubai, must take the opportunity to go green and set an example to the rest of the hotels in Dubai, this will also enable the media and promotion aspect of the hotel.
* In relation to the previous CSF, Jumeirah has the opportunity to support the environment in any near future development following the BREEAM scheme, promotion quality design and sustainable buildings. With the hotel BREEAM ‘excellent’, it will provide the hotel a positive image for society through the media.
* Threats
* To maintain an upper class standard to meet the target audit.
* Jumeirah must overcome and consistently exceed in success over highly rated Hotel competitors such The Hyatt, The Fairmont and Four Seasons.
* Jumeirah must maintain the best reputation in the Middle East region as a prime tourism hub
* Jumeirah must ensure they increase their hotel and resort destination numbers to become globally successful.

7- Market research

Product / place / price / promotion

Jumeirah Beach Hotel’s products are developed to sustain competitive advantage

Jumeirah Beach Hotel in Dubai is successful because of its sustainable competitive advantage although it was only launched in 1997. Main keys of its sustainable competitive advantages are identified as follows:

First, Hallmarks, Guiding principles and core standards of Jumeirah group is applied in its day to day activities. Jumeirah Beach Hotel in Dubai promotes integrity, teamwork, recognition, innovation, continuous growth, people focus as its culture and core competencies. With all of its performances, based on primary and secondary data collected, Jumeirah Beach Hotel in Dubai gets 5 star rating with 5 criteria such as cleanliness, Facilities, Services, Location and Pricing. Thousands of reviewers have wonderful experiences with this hotel because of its services and products.

Second, Making customers their first priority and striving constantly to exceed their expectations. Jumeirah Beach Hotel in Dubai provides a premium family destination for customers with plenty to do for all ages. For example, it offers the standard room categories, which will sleep up to 2 adults and 2 children. Other room categories will sleep up to 3 children also so all of family members can easily stay together and enjoy their moments in this hotel. They are always available for child offers. They always bring the extra values for customers as free entry to The Wild Wadi Water Park. In addition there’s a selection of children’s pools together with a climbing wall and extensive water sport options. About the meals, the resort also takes care of children's needs and requirements so they offer a choice of child-friendly restaurants with children’s menus and dining offers available throughout the year. They also create a very comfortable playground for children with its 1,178 square meters of total play, chill and swim areas in Sinbad’s Kids Club. There is a lot of great fun, fully supervised activities for children of all ages. Sinbad’s Kids Club meets international standards of children services and also provides a very fantastic world to play for children. For babysitting services, in-room babysitting can be arranged with 24 hours’ notice. Charges will be made on an hourly rate basis plus travelling expenses.

Applying the approach of making customers its first priority in activities, Jumeirah Beach Hotel in Dubai has satisfied its customers and got very good reviews from them.

Third, Jumeirah Beach Hotel in Dubai performs its values by leading by example and role modeling a culture of excellence in everything it does. Evidence of this value is reflected by its customers. Based on primary data collected from a survey of Jumeirah Beach Hotel in Dubai, we can see many impressive comments about its services. Angela Chan commented that “The hotel emphasizes guest services and is excellent at this. All of the staff is very pleasant, knowledgeable, ultra – smiley and friendly “, “Great service, fantastic facilities” as commented by Caroline Rodgers and “The restaurant is perfect. The service and staff are also fantastic” as commented by Anonymous.

Fourth, it always provides consistently superior and innovative products and services

As reviews of customers, Jumeirah Beach Hotel has very good services at rate 5 star because its services are efficient, welcoming and friendly in spite of the demand masses. In this hotel, we can find consistently superior and innovative product and services such as:

Nine premium types of room, including Ocean Deluxe Room, Ocean Deluxe Balcony Room, Ocean Club Executive Room, Ocean Junior Suite, One Bedroom Ocean Suite, Two Bedroom Ocean Suite, Three Bedroom Ocean Suite, Beachcomber Suite, Presidential Suite

Diversified types of Dining and bars such as 360°, Al Khayal, Beachcombers, Carnevale, Der Keller, Dhow & Anchor , Go West, La Parrilla, La Veranda, Latitude, Latitude Creations, Marina, Ocean Blue (Beach), Palm Court, Pool Bar, Uptown Bar, Villa Beach, Waterfront,

Fantastic facilities with Spa, The Gymnasium, Water Sports, Sinbad’s Kids Club (Luxury worldwide collection)

Price :

The analysis focuses on explaining how prices are set to reflect the organization's objectives and market conditions

Because Jumeirah Beach hotel focuses on luxury services and wants to become the leader of the hospitality industry as Jumeirah group’s vision, it set prices quite high in comparison with other luxury hotels in Dubai. Its room rate is from 422 and up when it is ranked as the twelfth of 452 hotels in Dubai (Trip advisors)

We can compare its room rate with other luxury hotels as table below:

Hotels / Rank /Room rate $:

Al Maha Desert Resort / 1/ 1059 and up

Grosvenor House Dubai /2 / 305 and up

Dar Al Masyaf at Madinat Jumeirah / 3 / 571 and up

One and Only Palm Dubai / 4 / 608 and up

Le Royal Meridien Beach Resort & Spa / 5 / 273 and up

Raffles Dubai / 7/ 312 and up

Jumeirah Beach Hotel / 12 / 422 and up

With room rate of 422 and up, Jumeirah Beach Hotel in Dubai achieves both organizational objectives (luxury hotel and excellent services) and competitive advantage by pricing.

Distribution

This analysis focuses on explaining how distribution is arranged to provide customer convenience

As we know, Jumeirah Beach Hotel in Dubai is one of Jumeirah group’s projects so it can benefit from the distribution channel of Jumeirah group.

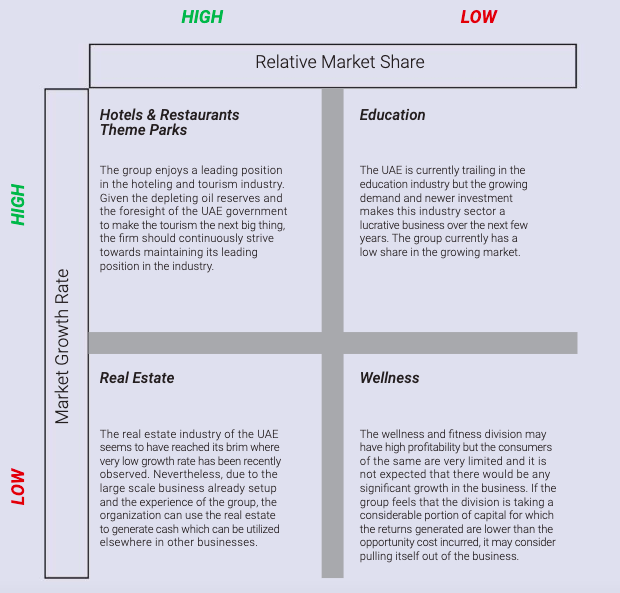
First, this hotel joined in distribution channels of Jumeirah group with many online booking partners and sales agents such as Booking.com, Agoda, hotel club, Travel republic.co.uk, Hotel Pronto, Lastminute.com, viva stay, on hotel, vacenza.com, hotels4u.com . These partners help this hotel provide customer convenience in booking and taking sales off.

Second, this hotel has own distribution channels by direct sales and its sales agents as netflight.com, Hayes & Jarvis, accorhotels.com

Jumeirah Beach Hotel also has the best price guarantee for customers who book directly with it through its website.

With a combination of distribution channels of Jumeirah group and Jumeirah Beach Hotel in Dubai distribution channels, customers are provided convenience to book rooms and take sales off to save their money.

BCG Matrix



8- Conclusions & Recommendations

Customer care has become one of the most important elements of any business that deals with customers as it is seen as the best way of maintaining and developing a profitable business, especially in the case of hotels where everything revolves around keeping the clientele happy.

Jumeirah must proactively follow up on satisfaction, after complaints are resolved, using an effective tool that deals with a high number on a daily basis, to accommodate all Jumeirah properties.

References

<https://www.jumeirah.com/en/jumeirah-group/about-jumeirah>

End of assignment