Table of Contents

Assessment of current marketing strategy ......................................................... 3
Assessment of current marketing strategy:
The current marketing strategy of GVB is not consistent throughout all areas of the organization, it lacks integration, and it is in desperate need of a strategic focus. Due to their low budget and the factors that have hindered them from receiving the budget on time or the budget in its entirety, GVB has been unable to fully maintain or make necessary upgrades to Destination Guam. In addition, GVB has taken part in very little advertising and promotion, which has severely hurt their mission of gaining awareness. The other major component of GVB’s marketing strategy has been collecting qualitative and quantitative data from market research, which has given them valuable insight into their target market's needs, wants, and perceptions. With this, GVB needs to implement a strategic marketing plan for the short and long term to gain awareness, address their lack of customer retention, and successfully market a unique selling proposition that differentiates Destination Guam from alternative locations for tourists. In 2007, their strategy was almost non-existent, but since then, the GVB has made some improvements and necessary steps in regards to their current marketing strategy.

In 2009, the GVB launched their website (www.visitguam.org), which provides useful information about the country’s history, geography, and culture, along with lists of different things to do or see, hotel accommodations, and travel options. The website serves as a large database with an abundance of great information and endless reasons why Guam is a great place to travel to, but the issues are the awareness of the website and the lack of marketing to prospective and past visitors.

In January of 2010, the GVB did begin the “We are Guam” campaign, a branding initiative to highlight the brand identity of Guam and the uniqueness of their different villages. The campaign consisted of painting different murals that depicted scenes relevant to each of the villages. This campaign was created to bring in visitors by promoting the cultural appeal of the country and to inspire community involvement. A key component of this campaign was also the payment the GVB made to the mayors council in Guam to not only gain their involvement in the mural project, but to also select village ambassadors to articulate the distinct elements of each village. This campaign is definitely a good start to creating a strategic marketing plan focused on getting the different communities involved in the Island’s product offering, but in overall assessment of the GVB’s current marketing strategy, they lack a strategic focus, and an overall plan to meet their objectives. GVB’s objectives include bringing a variety of different markets to the island, exceeding their all time high occupancy and revenue numbers from the 90’s, creating a unique experience that differentiates their offering from other destinations, and most importantly, providing a culturally rich experience to visitors that highlights what the country is all about.

Current Situation:
Current Performance:
For GVB, the rapid growth period is over. From 2005-2008, their occupancy and prices were falling and their sales were declining. There has been positive movement in recent years. For many years, tourism has been the principal industry supporting the economy of the country, but ever since the industry’s high performance peak in the 1990’s, business had begun to slow down. Total visitors went from 1,223,290 in 2007 to 1,179,246 in 2008, a drop of 3.6%. Since then, there has been a steady increase in the number of arrivals to the island. Sales also declined during this time period but in recent years the tourism revenues have started to make a slow and steady recovery. The change in profits has also been moving in a positive direction. From having a negative change in net assets of $1,416 in 2006, performance improved in 2007 with a positive change in net assets of $879,140.
Market Conditions:

The tourism industry is extremely large. In 2008, the international tourism revenues were $944 billion with 922 million arrivals. Although there was a 4% decrease in arrivals and a 6% decrease in revenues in 2009, there is room for growth. The decreases can be mostly attributed to the economic crisis, which did have an impact in slowing international travel. Due to less disposable income as a result of the crippling economy, there was a growth in domestic tourism, but this also had an effect on the international tourism industry. Guam’s tourism industry is currently in the maturity stage after a period of rapid growth, but they have excellent growth potential because of the size of the market, the size of their target markets, and the untapped markets they could penetrate.

Although Guam’s tourism industry finds itself in the maturity stage of the product life cycle, there is still a lot of room for profit growth. Guam still has the ability to raise occupancy rates and revenues a great deal since they haven’t succeeded in filling their available capacity. On average, in recent years, 1.2 million tourists arrive in Guam in each year generating approximately 1.35 billion in revenues. In 1996, Japan visitors alone reached 1 million, so there definitely is great potential for increasing their market, their growth, and their market share. This is possible not only because Guam hasn’t seen this many visitors from Japan since then, but also because of Japan’s customer profile and unmet needs. Japan’s proximity to Guam makes it a great market to target, and with alterations to GVB’s strategy, their needs for convenience, attractions, and cost-effectiveness would hopefully be met. With this, Guam could work towards getting first-time visitors from Japan, along with efforts towards winning back repeat customers. With Japan continuing to provide 80% of the tourist market, it can also be concluded that major opportunities for growth still lie in their main markets such as Korea and Taiwan, along with target markets in China, Philippines, and the U.S. This can be concluded due to the minimal visitors from these countries and the needs of the segments within these countries. Guam’s product offering aligns well with the customer needs within these market segments, and with effective positioning and strategy implementation, GVB could put forth efforts to increase the number of visitors from these other countries. These markets desire great beaches, leisure activities, attractions, and they have low cultural awareness, which makes them a great target audience. In addition, recent trends in cultural tourism and eco-tourism have opened doors in these markets, along with opportunities in other countries. Travelers have begun to seek culturally rich, educational travel experiences, and the ability to visit unique natural environments. Due to these trends and customer needs that the island can offer, there still lie opportunities to gain visitors from an abundance of other countries and markets all over the world. Developed and industrialized countries would be the best targets for GVB because the consumers are more interested in international travel, different cultures, and educational travel. These countries have a high percentage of people who have traveled internationally, and their levels of discretionary income are more in-line with GVB’s target audience.

Customer Needs:
The customers needs vary based on the particular market. Visitors from Japan primarily travel for pleasure and most of them would choose not to return. They need to have more activities available, events, and attractions to entertain them throughout their stay. The Japanese visitors enjoy traveling to Guam because of its proximity to Japan, it is more inexpensive than further travel, and has great beaches. The Japanese, however, feel like they are on a Japanese island when they visit Guam. They need to have more Guam cultural activities so they feel as if they are somewhere different. We will target Japanese families who visit for pleasure. The new Lina’ La’ provides cultural experiences for all ages should appeal to the Japanese market.

The Korean visitors also travel to Guam for pleasure, but like Japan, a large percentage of visitors will not return for a repeat visit. The Korean visitors also enjoy travel to Guam because it is close, but they desire a clean, resort setting. They need a variety of leisure activities while they are on the island, and would also like to be immersed in Guam culture.

Visitors from the United States visit mostly to view the Second World War heritage that the country provides, so they need to be entertained with history and culture. Also, as a result of Guam being a U.S territory, visitors from the U.S would expect to have Americanized qualities in addition to Guam’s culture, as opposed to having a large Japanese focus. U.S visitors need a reason to extend their visits to Guam because currently, they view a trip to Guam as a stopover to Micronesia. We will target American business professionals who want their trip to be organized and filled with events.

Within these main markets lie several market segments who desire more specific things. One of these market segments is made up of diving enthusiasts. These consumers strive to travel to exotic locations all over the world that provide unique diving experiences. They are adventurous and desire thrilling experiences that provide exciting benefits. Consumers within this segment are willing to pay high premiums for travel due to their motivations to explore and discover the best diving locations around the world. Guam has many great diving locations to provide this segment, but because of their customer profile, these consumers may be less likely to make repeat visits than other segments.

Another market segment is made up of consumers who desire a tropical vacation full of relaxation and leisure activities. These consumers look for warm climates, great beaches, and outdoor activities to keep them occupied yet relaxed. This segment is made up of families, couples, and travelers of all ages who are in search of a beautiful environment and great weather. Typically, this segment longs for a resort-style location that provides the opportunity for a calm vacation with all of their needs in close proximity. Although they enjoy having everything within close reach, this segment is also willing to travel outside the resort to explore natural attractions. This segment is willing to pay high premiums to enjoy a unique tropical experience, but they are also very susceptible to the all-inclusive offerings of other tropical locations.

In addition, recent trends in cultural tourism have also uncovered a new market segment. This segment is not only concerned with enjoying a warm climate with attractions to keep occupied, but they also travel for unique cultural
experiences. These consumers strive to find culturally rich environments where they can learn about how other cultures differ from their own, and they love interacting with local communities. They strive to soak up the natural environments and are interested in conservation of these locations. Consumers within this segment look for destinations that offer cultural experiences, interesting attractions, and the ability to explore exotic natural environments. While these things are their primary interest, this segment also desires hotels with activities and great service.

Overall, the customers need to see the advantages of traveling to Guam as opposed to other destinations. They need to feel that they receive good value for the cost of their experience, and they need to feel that the island offers things to do that appeal to the wide variety of interests and desires that they inhabit. The customers also need to be satisfied with the staff throughout the island. Not only do visitors from the United States need to have American signage and product offerings as opposed to strictly Japanese because many travelers have expressed that they felt more like they were on a Japanese island than in the United States. Other markets desire a tropical location that is less crowded than other alternative destinations. The customer profile is primarily Japanese (making up for 80% of visitors). Of these visitors, 75% were aged 20 to 39, 60% were married, and 40% came from a lower-income bracket with an income of less than $45,000. The average Japanese visitor spent an estimated $585 during their stay on Guam. 10% of visitors are from Korea, and spent approximately $506 during their stay on Guam. Although there was a smaller percentage of Americans visited Guam, the majority of the American tourists traveled for official government business and need a hassle free vacation.
Competitive Position:

Guam Visitor Arrival Statistics - By Origin for FY2018

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<td>938</td>
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Age Breakdown of Visitors

First Timers & Repeaters
Repeater: 47.2%
First Timer: 52.8%
The industry forces are favorable in regards to the potential for profits because they are an established player in the market. They have already developed awareness of their product offering, and they have a large target market who still remains unaware. They are in a good position to acquire new customers because of their unique selling proposition, and because of their differentiated experience, their competitive rivalry could remain potentially low. Currently, because there are so many available options for travel, the threat of substitutes is high, but with a broad differentiation strategy, GVB could set themselves apart from other destinations. There are an extremely large number of competitors within the industry, but the product offerings can differ drastically. There are destinations of many different climates, different activities, different attractions, different prices, and there are destinations that offer benefits that appeal to a variety of audiences. The barriers to enter the industry are fairly high because of the developed awareness of current competitors, the cost to acquire new customers, and the costs to provide a product offering that competes and compares in value to competitors. Many potential consumers are not aware of the cultural aspect of Guam, which is their best asset, and the following table shows awareness levels of Guam by market.

<table>
<thead>
<tr>
<th>MARKET GATEWAY</th>
<th>GROWTH CYCLE</th>
<th>DESTINATION IMAGE</th>
<th>CULTURE HISTORY</th>
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</thead>
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<td>TAIWAN</td>
<td>UNDER DEVELOPTED</td>
<td>SHORT HAUL, SHORT VACATION</td>
<td>LOW AWARENESS</td>
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<td>HONG KONG/CHINA</td>
<td>UNDER DEVELOPTED</td>
<td>UNCROWDED, TROPICAL DESTINATION</td>
<td>LOW AWARENESS</td>
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<td>US MAINLAND/HAWAII</td>
<td>UNDER DEVELOPTED</td>
<td>STOPOVER TO MICRONESIA</td>
<td>LOW AWARENESS</td>
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<tr>
<td>PHILIPPINES</td>
<td>NEW</td>
<td>CLEAN, SAFE U.S. DESTINATION</td>
<td>U.S TERRITORY</td>
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<tr>
<td>OTHER MARKETS</td>
<td>NEW/EMERGING</td>
<td>OFF BEATEN PATH</td>
<td>LOW AWARENESS</td>
</tr>
</tbody>
</table>

Guam’s share position holds a lot of growth potential because they have yet to meet their full potential for number of visitors to the island. In addition, customer demand for tourism is continuously increasing after a hard hit in recent
years from terrorist attacks, the SARS outbreak, and the recession. Consumer demand for responsible tourism is strong and growing, which provides Guam with the ability to increase their market share. Responsible tourism deals with consumers who want to learn about social, cultural, and environmental issues within the country and experience them during their visit. They also concern themselves with the conservation of pristine environments and the country’s responsibility to protect it from damage. This increase in consumer demand provides growth potential for Guam because they have the offering to meet the meets of consumers representing this trend.

Their major competitors are China, Korea, and Malaysia, who have some similar characteristics to Guam. Guam definitely has the ability to combat the strengths of their competitors with an effective strategy tailored to different markets. Currently, they are not price/quality competitive with other regional Asian destinations, but with successful promotion of their unique product offering, Guam could make moves towards capturing customers from their competitors.

The customer value for Guam can be severely increased by providing great customer benefits. These benefits include a rich culture, pristine natural environment, community involvement, tropical climate, great beaches, and unique attractions. Customer satisfaction is fairly low and their customer retention is miniscule. Guam has been unable to capitalize on the qualities of the island and translate their offering into a unique value proposition different from their competitors. In addition, visitors have been hesitant to come back to the island, which leaves Guam with great opportunities to encourage return visits. The cost of purchase for visiting Guam is typically higher than their competitors, so GVB must make sure their strategic approach communicates and provides value that supports the higher premium. In conclusion, their current customer value is low, and because or this drastic improvements need to be made to increase customer satisfaction.

**Built on a SWOT analysis:**

Guam has several strengths and unique sources of advantage. Their primary strengths are their climate, their beaches, their natural environment, and their culture. Other strengths include their proximity to Japan and other Asian cities, their duty free shopping, their offering of a prime diving destination, historical attractions, internationally branded hotels, high quality sports facilities, that they are a U.S territory, and that visitors can travel there using a temporary Visa. They have an abundance of natural attractions and cultural attractions, which are strengths that Guam should definitely capitalize on because cultural tourism and ecotourism are two major growth trends in the industry.

Some of the major weaknesses for Guam are the lack of awareness of their product offering, poor human resources, inadequate marketing, no shared vision by community and stakeholders, and the fact that they are not price/quality competitive with other regional Asian destinations. These weaknesses definitely hurt the country's potential revenues along with negatively impacting customer value. Other weaknesses include lack of activities, isolation felt by other cultures, lack of quality night life, limited opportunities for longer stays, weak infrastructure,
little to no multipurpose convention facilities, dependence on limited number of market segments, and missing community involvement. The dependence on a little number of market segments is a weakness that greatly limits performance along with the lack of marketing and promotion.

Opportunities that could improve Guam’s profitability would be new markets, underdeveloped markets, their competitor’s product offering, diving enthusiasts, previous customers, Japanese travelers, increase in discretionary income, advertising and promotion, word of mouth, search engines, Asian traveler’s desire for regional travel, travel websites, trends in eco-tourism, cultural tourism, United States travelers, and customer demand for responsible tourism. The opportunities that have the most profit potential are pursuing new markets, investing in more advertising, and working towards getting repeat visitors.

Threats for Guam are their dependency on travelers from Japan, their competitor’s price/quality offering, natural disasters, tsunami’s impact on Japanese consumers, loss of culture to Japanese, U.S military base presence, changes in the economy, increase in operating costs, increase in gas and transportation costs, threat of substitutes and negative word of mouth.

Factors that will be likely to have a significant impact on their results:

When trying to position Guam as a desirable vacation destination, there are many factors that can hinder or boost progress. Since the majority of visitors are from Japan, any natural or economic disaster could have a significant impact on Guam tourism. The tsunami that recently occurred in Japan will definitely have an impact on tourism in Guam, especially because the country is very susceptible to enter into a recession. Many people in Japan have less disposable household income, lost their belongings, or lost family members and may not be able to travel. Since 80% of visitors are from Japan, this disaster could have a significant negative effect on Guam’s revenue.

As vacationing trends change, Guam could also feel an effect. As the global trend of “Going Green” is in full effect, “Green Tourism” is a growing factor when choosing where to vacation destination. Guam is known for their natural environment, so as ecotourism grows in popularity, tourism in Guam could flourish as well. Another trend of travelling for cultural or educational purposes could also positively impact Guam tourism. With the “We are Guam” plan of promoting cultural and educational attractions on the island, Guam could face a growth of visitors who want to expand their cultural knowledge.

In regards to Guam itself, it is very susceptible to typhoons, and it is home to two permanent U.S. military bases. In the event that there was an emergency, Guam would be devastated, and tourism on the island would come to a temporary halt.

What we want to accomplish:

In the first three years of implementation, we would like to see a 10% increase in visitor occupancy and revenue. As loyalty and customer retention increases, we hope to generate positive word of mouth, which will, in turn, boost revenue. Since a complaint of many visitors is that that island feels “too Japanese,”
we will revitalize Guam with new signage and emphasize attractions that showcase Guam culture to meet all of these goals. We hope to not only increase our level of occupancy and revenues, but we would also like to increase the length of our visitor’s stay by at least one day. In addition, our objectives also include increasing the level of community involvement on the island to not only appeal to cultural tourism trends and strengthen the authenticity of the product offering, but to also assist Guam’s economy.

With the implementation of “We are Guam,” there are many things that we want to accomplish. The biggest goal is to create brand awareness of Guam and to position it as an ideal vacation destination for anyone of any age. There are activities for people of every age and culture to enjoy, so we will communicate that through “We are Guam.” As the plan is executed, Guam will capitalize on its cultural appeal and natural environment, which are things that consumers are in demand of. The current tourism industry is in great support of responsible tourism, cultural tourism, and eco-tourism, which Guam is more than capable of providing. Consumers are in search of destinations with lots of things to do, a clean surrounding environment, great climates, and opportunities to engage in unique cultural experiences. In addition, the majority of Guam visitors do not return, so we would like to grow customer retention and loyalty with “We are Guam.” By using the cultural draw and unique community experience, we hope to continuously engage visitors with new and updated educational and cultural offerings. Overall, we would like to increase the number of visitors, length of visitor’s stay, and community involvement.

**Strategic alternatives:**

A viable alternative that GVB could pursue would be to create a strategic marketing plan and to extensively market to existing markets such as Japan, Korea, and Taiwan. The marketing plan would primarily focus on positioning Guam as a tropical destination, highlighting their climate, beaches, and relaxing atmosphere. Their target would be a broad market base, going after all consumers who value a warm, tropical climate. This alternative would be beneficial because the markets are already familiar with Guam, they are in close proximity to Guam, and useful market research has been collected from these markets, making Guam fairly knowledgeable about their wants and needs. Some drawbacks to this alternative may in fact be that as a result of their familiarity, they do not intend on returning to the country, the loss of potential customers in untapped or undeveloped markets, and the fact that it may cost more to try to win back old customers than to acquire new ones.

Another viable alternative that GVB could pursue would be to create a strategic marketing plan that focused on the niche market of sports enthusiasts, divers, and travelers who enjoy water activities. The marketing strategy would be to promote Guam’s product offering to consumers who lead an active lifestyle and people who will appreciate the prime diving destination that Guam provides. As opposed to the first alternative, this option would not just focus on existing markets, but instead it would penetrate foreign markets all over the world in an attempt to
reach that specific target market. Benefits of this alternative would be that the option would allow GVB to reach markets that they haven’t already marketed to, establish credibility with that particular niche market, create awareness of a more specific product offering, and to hopefully inspire repeat visits due to high customer value. Niche marketing can also have potential to lead to high profitability, give prestige to the company, and allow GVB to easily identify their competitor’s strengths and weaknesses. Some drawbacks to this particular option would be the fact the risk s associated with going after a niche market; such as loss in competitive advantage due to competitors actions, changing tastes and preferences of consumers, extensive marketing costs, and the lengthy time commitment involved.

A third viable alternative for GVB would be to focus on the cultural benefits their country has to offer, along with their natural attractions and available activities. This strategy would consist of not only marketing to their main markets in Japan, Korea, and Taiwan, but would also make sure to push marketing efforts towards undeveloped markets in the Philippines and the United States. Along with other things, this particular alternative will incorporate the current “We are Guam” marketing campaign that pushes the strong and unique culture of Guam. A key component of this alternative would be to market and push many promotional efforts towards the opening of the new Lina’La’ cultural and eco-adventure park later this year. This park is not only going to have strong cultural and educational attractions/activities; it is also going to have other rides, restaurant options presentations, animal encounters, nature trails, and more. This option uses the opening of this new park to not only bring something new to the table, but it also supports current marketing promotions.

**Selection of one of the alternatives:**

The best alternative plan to implement is to focus on the cultural benefits, natural attractions, and other activities Guam has to offer, and specifically promote Lina’La’ eco-adventure park. The majority of Guam visitors have voiced that they want to experience the culture of Guam, and focusing on the cultural benefits will compliment the “We are Guam” campaign. This plan best aligns with GVB’s mission statement, which is “To efficiently and effectively promote and develop Guam as a safe and satisfying destination for visitors and to derive maximum benefits for the people of Guam.” By communicating everything that Guam has to offer, visitors can be reassured that there is something on the island for them, and it will all be showcased at the Lina’La’ park. This plan will reach a vast amount of people with effective positioning, and the introduction of a new attraction will appeal to a large market, including those who have been to Guam and did not return because they wanted more from their vacation. With the opening of Lina’La’, visitors who wanted “more Guam” out of their vacation, will be encouraged to return for the cultural experience. The opening of this park also emphasizes Guam’s uniqueness, which is a quality visitor’s want in a vacation destination.

**Marketing Mix Strategy:**
**Product:** Our product is the country of Guam itself and its overall appeal as a choice destination. It is in the mature life cycle, as it competes with several other tropical vacation destinations. The product consists of the culture, the natural environment, the history, the atmosphere, the climate, and the different attractions the country has to offer. Our product offering also consists of the opening of Lina’La, the new attraction that encompasses all of these traits. The park, along with the overall experience and the upgrades made to the physical appearance of the country add value to the product. The park is designed to appeal to people of all ages, so all visitors can appreciate the culture they are surrounded by at the park. In addition, Lina’La embraces the Guam culture more than any past attraction on Guam, so it is something new and exciting for even returning visitors to take part in. Our product will be differentiated from competitors in regards to the authentic service provided by the community and overall quality. Guam visitors seek to be immersed in Guam culture, and Lina’La will be positioned as the ultimate place to do so. To provide unmatched service, Lina’La park employees will be readily available to answer any questions about the park or Guam itself, and will be trained to provide visitors with a vast amount of information about Guam. Since visitors want to know all about the culture, part of the overall quality will be making sure they receive the maximum amount. The product of Guam supports the objective of promote Guam as a culture and brand Guam as such through “We are Guam.” The best way to promote Guam as a culture is to make sure the island itself exemplifies the culture that is being read.

**Place:** The product and information regarding destination Guam will be provided in many different locations, specifically in Japan, Korea, Taiwan, Philippines, US, and Guam itself. Within these locations, customers expect to find information at travel agencies and centers, as well as being able to access the information themselves directly from GVB. GVB will relay heavily on the Internet to distribute the product of Guam.

In Japan, the JGTA is a good resource to use to diffuse information about “We are Guam” and Guam culture to potential Guam visitors. The majority of Japanese visitors book their vacation through, JGTA, they expect to get all of the information they need. GVB will communicate the culture and the value of visiting Guam to JGTA, who will then communicate it to their customers. Korea and Chinese visitors also book their trips to Guam through JGTA, so a large portion of the target market is covered (CASE). In the US, consumers look to their travel agents to get all of the information needed for their vacation, as well. Guam would benefit from having representatives from the GVB working with travel agencies to ensure they are communicating the best information.

“We are Guam” will also be promoted through television in all segmented areas. Consumers often look at travel channels to gather information about vacation destinations, so Guam must have a presence there.

Looking at the value chain, there are many functions that GVB cannot perform. Since they are non-profit, they cannot perform functions in which the purpose is to gain revenue. While GVB has the responsibility to communicate the value of Guam and Lina’La, they must rely on outsiders to handle booking of trips. The use of the GVB website, and links to other Guam sites from it, will be the most
comprehensive distribution channel to promote "We are Guam" because consumers can have access to unlimited resources and information.

**Price:** While the GVB is nonprofit and does not set price standards, as a result of the objective to position the product as a unique experience with high value characteristics, it will promote the pricing strategy for Guam attractions as one that focuses on offering reasonable prices with bundling and package options that offer some savings. Due to the several different channels in which the product will be delivered, no major discounts will be used. The goal of our pricing strategy is to remain comparable to competitors but to offer added value.

The average hotel price throughout the year in Guam is about $109.75, which is in line with competing tourist destination hotel costs. (http://www.visitguam.org/runtime/uploads/Files/Annual%20Report/2010/2011%20GVB%20Annual%20Report%20PART%202.pdf). Admission to Lina’La will be $25 for adults and $15 for children, but all visitors will have free access to the connecting beach bar (http://blog.guamportal.com/tag/linala/). It is recommended, however, that children under the age of six have free admission. This price is in line with many cultural exhibits, and provides a lot of cultural value for the cost. Other cultural museums in Guam are free or at nominal cost, and are an alternative for those who want to see Guam culture for less. For visitors who want more adventurous culture, Guam offers submarine tours for $82 a person, aquarium admission for $22, and admission to the Fish Eye Park Observatory (which offers a 360-degree marine view) for $28 (http://www.guam-online.com/activities/activities.htm). These prices are in line with competitors’ pricing, and the Guam culture that is seen from these attractions cannot be seen anywhere else. To support the objective of promoting the cultural value of Guam, visitors will have the option of purchasing a bundling package with multiple attractions for cost savings.

Since the Lina’La park is going to be opening soon, revenues and sales should increase. Since there is currently low awareness of the culture of Guam and it is a customer need, Guam will profit from the new park opening. The prices are competitive, so customers will be willing to pay to immerse themselves in Guam, especially since people tend to be less price sensitive when on vacation.

**Promotion:** Promotion efforts will be directed primarily to visitors for Japan, Korea, Taiwan, the Philippines, and the US, and want the Guam culture communicated to them. A pull strategy will be used, because final consumers (visitors) are being targeted to visit Guam. However, a push strategy will be used when dealing with travel agencies. The direct marketing that GVB will incorporate will be to mail/e-mail customers that visited the island and have not returned for a future stay. These promotions will include information about all of the upgrades to the island, the opening of the Lina’La park, and special package options for them to take advantage of. The objective of doing this is to persuade past visitors to come back to Guam and have a better experience than they had the first time.

Advertising will also be a primary component of the marketing plan because of the desire to reach undeveloped markets and the goal to have prospective
customers along with previous customers view advertisements at an effective frequency. Advertising will be done in the five target market countries, as well as on Guam itself to advertise Lina’La. Print ads will be incorporated in different travel magazines, and the use of sponsored television segments on the travel channels will also play a major role. Since the audience of those programs is interested in exploring new places and cultures, it is an ideal medium to use.

On Guam itself, personal selling will be used. GVB employees and other Guam business employees will be trained to promote the cultural activities on Guam. Guam natives are the best resource for promoting Guam culture, and are a key component of promotion. Travel agencies that GVB utilizes to spread “We are Guam” will also use personal selling. While visitors are booking their trip to Guam, they will stress the cultural benefits and the grand opening of Lina’La.

In addition to these different mediums, the use of the Internet will be a key component of the plan, and the GVB website will be a major component of the marketing plan because a vast amount of information about Guam is stored there, and visitors will virtually be able to book their trip and all of their activities through links on the website. The website’s content is informative and beneficial to viewers, but in order to be more effective, improvements definitely need to be made. There needs to be more links to navigate to booking sites from the home page, the new park needs to be featured more prominently, the site needs to be more interactive, and it needs to convey the overall message of having an authentic cultural experience that has offerings for everyone. GVB needs to have a link to a website that is solely designed to give information on Lina’La. It is also important that the website be indexed on major travel websites so that people can use the GVB website to find information about Guam and then book through the prospective sites accordingly. The website itself will not allow for registrations because that would not align with the overall non-profit goal of the GVB and their mission to inform, intrigue, and encourage visitors.

The $15,000,000 budget will be very effective for promoting “We are Guam” and Lina’La through the aforementioned outlets. The advertising efforts will account for the majority of the budget, but they will be effective in reaching the target market.

Implementation for the strategy:
Major marketing efforts will be begin in September 2011 in order to spark interest for the new park before it opens, complete the necessary upgrades around the island, staff community members at different natural attractions, and to continue to follow through with the progress of the “We are Guam” campaign.

The entire strategy is contingent on the ability to not only gain new visitors to the island, but to also encourage repeat visitation by previous customers. In addition to GVB efforts, hotels on the island will also work towards gathering information from customers. This information will be used to market accordingly, make improvements for these particular needs, and to later reach the customers with direct marketing schemes.
The campaign will have three phases, and will begin in September 2011 with phase I. The first stage is the restructuring phase. GVB must restructure it’s website to make it easier for consumer’s to see everything Guam has to offer and find exactly what they need to book their trip. A website for Lina’La will be created, and there will be more links to the cultural exhibits directly from the homepage. In addition, GVB should have a search feature on their website so consumers can search the website to find exactly what they need quickly, and provide a forum for visitors to leave feedback. This is important to gaining repeat customers and keeping track of exactly what visitors want on their vacation to Guam. Throughout the entire campaign, clicks, links to reservation pages, and navigations throughout the entire website will be recorded to measure success of the website changes. However, in addition to website changes, Guam staff members will be trained to promote all of the cultural exhibits on the island, especially Lina’La, and signage upgrades on the island will take place. This is the time that signage will be more Americanized so that visitors are aware that they are on an American island, instead of Japanese.

Phase II will begin in October to spark interest for Lina’La and continue “We are Guam” campaign efforts. During this phase, the direct mail campaign will take place, where previous visitors of the island will be encouraged to return to Guam. Intriguing imagery and video footage of Guam, interesting cultural attractions, and especially Lina’La will be placed on visibly on the GVB website to spark interest for the grand opening. Signs on the island will promote Lina’La, and ads will be placed in various American, Japanese, Korean, Philippine, and Taiwanese travel magazines to promote the opening. The ads will feature images of Guam and Lina’La, and will state the main attractions of the park, the grand opening date, and information directing viewers to the GVB website.

Phase III, which will begin in December and be an ongoing effort, will be the most intense phase, and will account for most of the campaign budget. In this phase, direct mail efforts and travel magazines ads will continue, but a variety of other promotional efforts will be implemented. GVB will sponsor segments on travel channels in the five major target countries, which will feature Guam as a cultural and historical vacation destination, showing the audience the natural beauty of the island and promoting eco-tourism. This is also the time when personal selling on the island and by outsourced travel agents will be at its peak since Lina’La will be open. Travel brochures featuring Guam and it’s cultural attractions will be available at travel agency offices, as well as in airports that serve Guam, so the customers can have information that they can take with them.

Since Guam relies on business from Japan, a lot of the marketing effort will be aimed toward the other markets to gain visitors to lessen the chance that a disaster in Japan will significantly affect Guam. Since GVB is aiming to rely less on Japan while still getting their business, focus must be on generating business from less saturated markets.

The campaign will be measured by revenue and occupancy rate increases every six months in addition to monitoring traffic on the GVB website to gauge the effectiveness of the changes made. In addition, the amount of repeat visitors will be measured and all visitors will be encouraged to fill out a customer experience and satisfaction survey upon exiting Guam so that improvements can be made based on
visitor preferences. This plan is a long-term plan and aims to increase and stabilize profits and occupancy over time as Guam is repositioned as a cultural vacation destination.