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**The Evaluation of Hotel Advertising Effectiveness**  
**In the Gaza Strip**

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**بِسْمِ اللّٰهِ الرَّحْمٰنِ الرَّحِیْمِ**

**Dedication:**

**I would like to dedicate this thesis to the people who helped me in presenting it.**

**To:**

My Parents: Zedan and Sa'adya

My Sisters: Lila, Nawal, Etidal, Na'ama, and Nahla

My Brothers: Khalid and Ahmmad

My Wife: Raghda

My Duaghters: Dema and Diana

**Thank You Very Much**

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**Abstract:**

This research attempts to evaluate and point out the level of hotel advertising effectiveness in the Gaza Strip. Thus, the research concerns itself with studying the setting of hotel advertising objectives and importance of allocating budget in hotels. Moreover, the research, in doing so, identifies the difficulties in understanding hotels' advertising message. It also focuses on the advertising media in the Gaza Strip and the evaluation process of hotel advertising effectiveness. In the light of this, the research offers solutions and recommendations to help hotels in the Gaza Strip to overcome their obstacles and problems.

An empirical study was conducted to collect the primary data. The researcher used two questionnaires, the first was for hotel managements, and the second for hotel guests.

The findings of the study show the following: lack of setting hotel advertising objectives contribute to ineffectiveness of hotel advertising; non-allocation of budget contributes to ineffectiveness of hotel advertising; ineffectiveness of message formulation contributes to ineffectiveness of hotel advertising; lack and ineffectiveness of advertising media contributes to ineffectiveness of hotel advertising. Moreover, the unavailability of advertising evaluation contributes to ineffectiveness of hotel advertising. Finally, there are significant inter-correlations among the factors of Kotler model, which influence the effectiveness of hotel advertising.

The research came to the following recommendations: hotel management should follow scientific methods in setting advertising objectives; it should allocate an annual advertising budget; it should set plans for their advertising messages; fourth, it should choose the appropriate advertising media; and it should evaluate hotel advertising effectiveness.

## ملخص:

في هذا البحث، تم دراسة تقييم فعالية الإعلان الفندقية في قطاع غزة. و قد تم التعرف علي مستوى فعالية الإعلان الفندقية في قطاع غزة. و تم دراسة مدي وضع أهداف للإعلان الفندقية من قبل إدارات الفنادق، و أهمية تخصيص موازنة سنوية للإعلان الفندقية. و تم التعرف علي الصعوبات في فهم الرسالة الإعلانية و أهمية تصميمها. كما تم التركيز علي الوسائل الإعلانية و الاختيار من بينها بهدف الوصول إلي تقييم فعالية الإعلان الفندقية. و في ضوء ما سبق، تم عرض الحلول و التوصيات لمساعدة إدارات الفنادق في قطاع غزة للتخلص من هذه المشاكل و المعوقات.

و قد اعتمدت الدراسة علي البيانات الأولية، حيث قام الباحث بإعداد إستبانتين (الأولي لجميع إدارات الفنادق في قطاع غزة، و الثانية لعينة عشوائية من نزلاء هذه الفنادق).

و أظهرت نتائج البحث أن عدم وضع أهداف للإعلان الفندقية يؤدي إلي عدم فعاليته، و أن عدم تخصيص موازنة سنوية للإعلان الفندقية يؤدي إلي عدم فعاليته، كما و أن عدم تشكيل و تصميم الرسالة الإعلانية بشكل جيد يؤدي إلي عدم فعالية الإعلان الفندقية، و كذلك عدم اختيار الوسيلة الإعلانية المناسبة يؤدي إلي عدم فعالية الإعلان الفندقية، و أن عدم تقييم الإعلان الفندقية يؤدي إلي عدم فعاليته. و أخيرا تم إثبات وجود علاقة ارتباطية قوية و متداخلة بين أهداف الإعلان الفندقية، الموازنة المخصصة، الرسالة الإعلانية، الوسيلة الإعلانية، و تقييم الإعلان الفندقية حيث تؤثر و تتأثر ببعضها البعض و هذا في مجمله يؤثر علي فعالية الإعلان الفندقية.

و في النهاية، تقدم الباحث بعدة توصيات في ضوء معطيات الجانب التطبيقي للبحث و كان من أبرزها أن تقوم بوضع أهداف للإعلان الفندقية من خلال اتباع الطرق العلمية و العملية، و أن تقوم بتخصيص موازنة سنوية للإعلان، و أن تضع الخطط اللازمة لتشكيل الرسالة الإعلانية و تصميمها بشكل جيد، و أن تختار أفضل الوسائل الإعلانية لإنفاق المخصصات الإعلانية، و أن تقوم بعملية تقييم لفعالية الإعلان الفندقية.

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# **CHAPTER ONE**

## **A BACKGROUND CONTEXT**

### **1.1 Introduction:**

**The recent years have witnessed drastic as well as remarkable progress in almost all endeavors of life throughout the entire world. The breakthrough of information and the sophisticated means of communication and transportation and the introduction of what is now commonly known as "globalization" have caused the entire 'globe' to shrink into a small village with the resulting severe competition in almost all aspects of life, on top of which tourism.**

At present, when the world has become smaller and people in many parts of it have become much busier and wealthier, the number of tourists has dramatically increased. The number of world tourists was (692,600,000) in 2001 (Egyptian Ministry of Tourism, 2001, pp. 6-7). From such figures, it can be easily noticed how tourism has flourished and become one of the most important sources of income for modern states as its revenues of hard currencies help support and strengthen the economies of those states and decrease unemployment rates. Consequently, nowadays world countries recognize the need for creating more tourist attraction places so as to attract more tourists and improve their status in tourism market (Makabla, 1998, p. 23).

As mentioned earlier, competition in the field of tourism has intensified and there has stemmed the need for developing methods and means aimed at ensuring a larger share in the world tourism market. In their attempt to achieve such an ambition, states should more rationally and energetically contribute to developing their tourist resources in order to guarantee a larger portion of tourism market.

**In Palestine, there are many tourist attraction places for people of different interests. Despite this fact, the Palestinian tourism sector has remained underdeveloped and apparently unaffected by the ever blowing currents of change in the field of tourism. This was mainly attributed to the long and devastating years of the Israeli occupation, which deliberately**

**contributed to the destruction of both the supra and infra structure of all aspects of the Palestinian life, including tourism (Khano & Sayre, 1997, abstract).**

After the taking over of the Palestinian National Authority in 1994, the tourism sector was given some attention and many of its devastated and neglected tourist attractions were restored and revived. However, the current ongoing conflict resulting from Al-Aqsa Intifada (Uprising) has had a terribly bad effect on the tourism sector as shown in table 1 (Palestinian Central Bureau of Statistics [PCBS], various issues).

In tourism market, the role played by hotels is vital and can sometimes be a source of tourist attraction. Releasing this inevitable role of hotel industry, most countries do their best so as to ensure a larger share in this field of world tourism market. At this juncture, there should exist a kind of mutual and intimate relationship between clients and hotel industry so that hotels may be able to achieve their goals of expansion, profit and increase of sales and services (Makabla, 1998, p. 166).

In their attempts to 'sell' themselves to their clients, different hotels use different means of communication. These means used to achieve the hotels' general and private goals, and the importance of communication and its leading role in service marketing tend to mix. Nonetheless, there is still a common factor among all hotels embodied in increasing sales.

Hotels need to restructure their marketing practices in response to significant changes in the business environment, such as globalization, computer, Internet and telecommunication advances and market fragmentation. Promotion is one of the four major elements of hotel's marketing mix. (Kotler, 2000, p. 2).

Though hotels are very old phenomenon in the tourism industry, hotel promotion is a rather recent one (Makable, 1998, p. 166). In olden days, the concept of promotion was confined to choosing an appropriate location of the hotel so as to be distinguished from other hotel. As a result, the client's choice of one hotel rather than the other proved very easy.

Reinecke and others (1989, p. 399) define promotion as "communication that gains attention, teaches, reminds, persuades, and reassures." They also state that promotion can do any of the previous things at any point in a product's life cycle. Promotion mix consists of five major tools: advertising, direct marketing, sales promotion, public relations and publicity, and personal selling.

Taking into consideration the particular Palestinian position, one can notice that culture of promotion industry does not exist in almost all fields of industry in general and in the hotel industry in particular. To make matters even worse, since the outbreak of the Aqsa Intifada, the hotel sector has witnessed a decline never recorded before - whether in the number of clients or hotel promotion – even in the most miserable and difficult days throughout the Palestinian contemporary history (see chapter two).

As an economy grows, advertising becomes more important. Such importance is due to advertising's unique ability to reach large numbers of people simultaneously. If one looks at figures of America's advertising spending, one can realize the direct proportion between economy growth and the awareness of the importance of advertising on the one hand and spending volume on the other. In 1946, America spent (\$ 3 billion) on advertising, while in 1982, it spent (\$ 66 billion). In 1992, America's spending on advertising was about (\$ 133 billion). This number is roughly (3%) of U.S. GNP. In many parts of the world, spending on advertising has also increased even more rapidly than in U.S. (Reinecke and others, 1989, p. 381; McCarthy & Perreault, 1993. p. 471).

In a leaflet issued by the Arab-consulting Establishment, Lebanon came first among the Arab countries concerning advertising expenditure in 2000, as the number exceeded (\$292 million). Saudi Arabia came second (\$288 million), Egypt third (\$ 270 million), the United Arab Emirates fourth (\$ 188 million), and Kuwait fifth (\$ 147 million). The leaflet also indicated that the spending on advertisement maintained its growth in the Arab Gulf states, where it reached more than (\$ 900 million). The expenditure was distributed among newspapers, television and magazines issued in the Gulf States and the mass media (Abu Qahav, 2001 – 2002, p. 279). The volume of advertising expenditure in the Gulf States rose during the year 2002 by 23.6%, to reach (\$ 2.4 billion) compared with the previous year. The Saudi Market was the largest in spending with (\$ 477 million), but the lowest with respect to growth as it reached (14.4%) only. The United Arab Emirates market had the highest growth rate of (29.8%) with spending volume of (\$ 344 million (Al-Haia Al Jadida, 19/2/2003, p. 10). After a thorough survey of all available sources, the researcher failed to find statistics that related to advertising expenditure in Palestine. Consequently it was difficult to compare between spending volume on advertising in Palestine and other Arab and foreign countries.

Owing to the absence of any official statistics concerning hotel advertising in Palestine, the researcher depended solely on the analysis of the hotel management questionnaire results, which the researcher designed and administered. The questionnaire results revealed that the average Gaza Hotel spending was lower than (\$ 19000) annually before the Aqsa Intifada (See tables 8 & 32). According to the world standard percentage the hotel spending reaches (3%) of sales (Kotler, 2003), the average Gaza hotel spending should have reached about (\$155000) annually before the Aqsa Intifada.

## **1.2 Problem Statement:**

The study mainly concerns itself with evaluating hotel advertising effectiveness in the Gaza Strip. It can be easily noticed that there is a lack of interest in advertising as an aspect of hotel promotion mix in the Gaza Strip. Even in the few cases where advertising was detected, it did not reach the proper level compared with many Arab, regional and international countries, whose advertisements take abundant spaces of magazines, Internet, newspapers, televisions, radios, and other media (see above).

There are many indicators reflect the weak of hotel management and advertising in the Gaza Strip. Many of these indicators are shown in the findings of the study (see chapter four). Some of these are as follows (see Tables 1 and 3):

- Decrease in hotel sales in the Gaza Strip.
- Decrease in the number of guests.
- Decrease in the number of employees and high turnover rates in the hotel sector.
- Allocation of limited advertising budget (See Table 32).

## **1.3 Study Hypotheses:**

- 1- It is expected that lack of setting hotel advertising objectives will contribute to ineffectiveness of hotel advertising.
- 2- It is expected that non-allocation of budget will contribute to ineffectiveness of hotel advertising.
- 3- It is expected that ineffectiveness of message formulation will contribute to ineffectiveness of hotel advertising.
- 4- It is expected that lack and ineffectiveness of advertising media will contribute to

ineffectiveness of hotel advertising.

- 5- It is expected that the unavailability of advertising evaluation will contribute to ineffectiveness of hotel advertising.
- 6- There are significant inter-correlations among the factors of Kotler model, which influence the effectiveness of hotel advertising.

#### **1.4 Study Objectives:**

- 1- Studying the setting of hotel advertising objectives.
- 2- Studying the importance of advertising budget allocation in hotels.
- 3- Identifying difficulties in understanding hotel advertising message.
- 4- Studying hotel advertising media used in the Gaza Strip.
- 5- Studying hotel advertising evaluation.
- 6- Identifying obstacles and problems which hotel advertising suffers from.
- 7- Helping in finding solutions and recommendations necessary for overcoming obstacles and problems in the field of hotel advertising.

#### **1.5 Study Significance:**

This study is of particular importance because it highlights the problems that hotel advertising suffers from and ways of overcoming such problems through increasing profits and minimizing costs.

This study is also important as a benchmark data for hotel industry in the Gaza Strip, which faces problems because of its ineffective existing hotel advertising. The study would serve guests and customers as well.

Furthermore, the study findings would serve as a data bank for researchers interested in evaluation of hotel advertising effectiveness. It is also hoped that academic staff and students involved in evaluation of hotel advertising would find the information generated by this study of great help because of the uniqueness of the study in the Gaza Strip, as it can be unhesitatingly assured this is the first study of its type to be conducted in the Gaza Strip.

Since the effectiveness of hotel advertising is important to satisfy a society's sophisticated needs of guests and customers, the results of this study will be informative to all parties concerned.



## **1.6 Research Scope and Limitations:**

The researcher wished that he could have applied this study to all hotel managements in Palestine, including those in the West Bank. Unfortunately, that was next to impossible owing to the separation imposed by Israeli occupation forces on the Gaza Strip and the West Bank through the closure of the Safe Passage, and all other roads connecting the Gaza Strip and the West Bank. Consequently, of the eleven questionnaires distributed in the city of Ram Allah and its suburbs, only one was returned to the researcher. Thus, the researcher was obliged to restrict this study to the hotels in the Gaza Strip. It is hoped that this compulsory restriction would not detract from the value of the current study, as there are very few differences between the hotel sector in the Gaza Strip and its counterpart in the West Bank. The few differences are reflected in the number of hotels as the West Bank has a larger number of hotels with more developed services, especially in cities like Jerusalem, Bethlehem, and Ram Allah.

It is worthwhile pointing out at this juncture that the analysis was not only limited the data gathered from the survey questionnaires filled in by all the hotel personnel respondents, but also interviews were also conducted regarding the departments concerned with hotel advertising effectiveness and the designations and functions of the personnel of such departments.

The study period is limited to the year 2003.

## **1.7 Definition of Terms:**

The following concepts and definitions were taken from (PCBS, 2003, P. 17).

**Hotel:** an accommodation establishment providing overnight lodging for the visitors in a room or unit. It should hold a number of persons exceeding that of an average single family. The establishment must be under one management, and provides different facilities and services to visitors.

**Hotel workers:** all persons working in the hotel on full or part time bases including owners and paid or unpaid household members.

**Number of rooms:** the furnished rooms for the use of guests. Such rooms might be single, double, triple, or quadruple. Rooms involving more than four beds were classified under (others) in the questionnaire. As for the suite, it is usually comprised of one bedroom or more, a living room and private toilet facilities.

**Guests:** visitors staying in the hotels and using their facilities in return for a certain charge. Records of new guests are based on the number of visits regardless whether it is the same person or different.

**Bed occupancy (number of guest nights):** number of beds booked for hotel guests. Such beds are considered as occupied whether they were actually used or not. Guest night unit measures it.

**Room occupancy:** number of booked and paid rooms. Such rooms are considered occupied whether they were actually used or not.

**Northern region:** Jenin, Tubas and Salfit districts, Tulkarm, Nablus and Qalqilia Governorates.

**Middle region:** Ram Allah, Al-Bereh' and Jericho Governorates.

**Jerusalem region:** that part of the Jerusalem governorate, which Israel annexed by force in the aftermath of the June 1967 war.

**Southern region:** Bethlehem and Hebron Governorates.

**Gaza Strip:** Northern part of the Gaza Strip, Gaza, Deir El-Balah, Khan Younis and Rafah Governorates.

**Tourism:** “the practice of traveling for pleasure” or “the business of providing tours and services for tourists”. Consequently, it is relatively unimportant whether the clients are “travelers” or “tourists” (Mader, August 17, 2003).

## **1.8 Research Difficulties:**

The following are some difficulties that the researcher encountered while conducting this study:

- 1- Of the eleven questionnaires distributed in the city of Ram Allah and its neighborhoods only one was returned to the researcher. Thus, the only possible way to make this study restricted to the hotels in the Gaza Strip.
- 2- The researcher also tried to conduct the evaluation of hotel advertising from guests' point of view. So, he intended to take a big random sample of guests for the questionnaire, but he failed to do so because there were few guests in the hotels at the time of the research. Despite the researcher's frequent visits of the different hotels during the research period, only (60) of the small number of guests who happened to staying in the Gaza hotels accepted to respond to the questionnaire.

- 3- There was no information concerning the accurate number of tourists in the Gaza Strip.
- 4- While most hotels were cooperative and filled in the study questionnaire, Al-Amal hotel was uncooperative as shown in table 5.

### **1.9 Research Structure:**

The research comprises five chapters as follows:

**Chapter one:** A Background Context.

The aim of this chapter is to clarify the scientific context of the problem, the scientific indicators of this problem, hypotheses, research goals, research importance, research scope and limitations, definition of terms, and research difficulties.

**Chapter two:** Review of Related Literature and Studies.

The aim of this chapter is to review of available literature and studies to get the needed information. This chapter consists of four main parts: tourism in Palestine, hotel marketing, hotel advertising, and review of related studies.

**Chapter three:** Research design and methodology.

The aim of this chapter is to describe the method used in this study, the respondents of the study, information about hotels, personal information of hotel management respondents, personal information of guest respondents, research instrument, procedures of data gathering and statistical treatment of data.

**Chapter four:** Empirical Analysis and Hypotheses Testing.

The aim of this chapter is to present, analyze and interpret the data gathered through the two questionnaires after they were statistically treated. Moreover, it tests the hypotheses of the study.

**Chapter five:** Conclusions and Recommendations.

The aim of this chapter is to outline the conclusions and to offer recommendations based on the findings of the analysis in chapter four.

## **CHAPTER TWO**

### **REVIEW OF RELATED LITERATURE and STUDIES**

#### **2.1 Introduction:**

This chapter aims to review the available literature and studies to get the needed information. This chapter consists of four parts as follows:

First part: tourism in Palestine

Second part: hotel marketing

Third part: hotel advertising

Fourth part: review of related studies

#### **2.2 Tourism in Palestine:**

Palestine is sacred to all three monotheistic faiths: Islam, Christianity, and Judaism. Palestine has a multitude of religious, historical, and archeological attractions. Despite its small area, Palestine is rich in tourism resources (Khano & Sayre, 1997, P. 1).

Since the Israeli occupation of Palestinian territories, Israel has been placing restrictions on tourism development in the West Bank and Gaza Strip. While Israeli tourism industry has grown tremendously, its Palestinian counterpart's capacity has been frozen at the same level since 1967. In 1995, for example, tourism income of the West Bank, the Gaza Strip and Israel amounted to \$2.9 billion, out of which the West Bank and Gaza Strip income amounted to \$152 million only. This means that most of tourism income in this area has been channeled into Israel (Khano & Sayre, 1997, abstract). In short, since 1967, Israel has taken many political and economic measures to guarantee monopolization of the Palestinian economy in general and tourism in particular. On the other hand, these measures have contributed to the economic changes in the West Bank and the Gaza Strip (Alawna, 1991, P. 17). Palestinian tourism income is also dramatically small and its development is significantly slow if it is compared with that of Egypt, whose tourism income increased from \$2.298 billion in the fiscal year 1994/1995 to \$4.317 billion in the fiscal year 2000/2001 (Egyptian Ministry of Tourism, 2001, P. 114).

Although the Palestinian National Authority has sovereignty over important tourist sites in many cities in the West Bank and Gaza Strip, tourists can visit these sites on day trips through Israeli tour agencies, using Israeli coaches with Israeli guides, and these tourists stay at Israeli hotels (United Nations Conference on Trade and Development [UNCTAD], 1991, PP. 61 - 62).

To make tourism status in the West Bank and the Gaza Strip even worse, Israeli occupation authorities have been imposing closures and destroying the Palestinian infrastructure including that of tourism since the outbreak of Al Aqsa Intifada on September 28<sup>th</sup>, 2000. Seemingly affected by the gloomy conditions prevailing their country currently, many Palestinians may feel that Palestine has no chance to compete in field of tourism. Contrary to what those may believe, Palestinian tourism with its rich supply of historical and religious sites has the potential growth and prosperity if the proper conditions (Khano & Sayre, 1997, Abstract).

### **2.2.1 Types of Palestinian Tourism:**

The main types of Palestinian tourism are as follows:

- **Religious Tourism:**

It is directed to holy places such as Al Aqsa mosque and Resurrection Church in Jerusalem; Nativity Church in Bethlehem; and Al-Omari mosque in the Gaza City.

- **Cultural Tourism:**

This type of Palestinian tourism includes visits to archaeological sites in Jericho, old temples and churches, besides vestiges and relics that exist in most places in Palestine.

- **Health Tourism:**

This type of tourism is enhanced by the particular nature of the Dead Sea water in Jericho.

- **Sports Tourism:**

This type of tourism includes hunting game animals, fishing, swimming, mountaineering, and other kinds of sports activities.

- **Recreational Tourism:**

Recreational tourism is directed to regions known by their moderate climate and attractive natural sites such as Gaza. The aims of this type of tourism are pleasure, comfort, passing good times and holidays to obtain tranquility and physical rest (The

Arab Ministry Council for Tourism and the Arab United for Tourism and Hoteling, 2000, P. 10).

- **Vacation Tourism:**

It is directed to people wishing to pass their summer vacations in regions characterized by their moderate climate, lofty mountains and bright sunshine like Gaza and Jericho (The Arab Ministry Council for Tourism and the Arab United for Tourism and Hoteling, 2000, P. 11).

- **Business & Conference Tourism:**

This type of tourism aims at enhancing the tourism industry through holding international scientific or business conferences. This type of tourism is known by its huge size, high levels, low costs, profuse profits, in addition to its role in the development of host cities.

## **2.2.2 Tourism Services in Palestine:**

### **2.2.2.1 Hotels:**

Hotel activity in Palestine has been affected by the political crises inflicted on the country as a result of the Israeli occupation in 1967, the Palestinian Intifada in 1987 and the Gulf war and initiation of the peace process in the Middle East in 1991, and the establishment of Palestinian National Authority in 1994. The outbreak of the still ongoing Al Aqsa Intifada in the West Bank and the Gaza Strip was the last in the series of events of this political crisis. Israeli policies have incurred effacement of Islamic, Christian, and Arab landmarks. In contrast, Israel has taken many steps to develop the Jewish landmarks (The Palestinian Center for Regional Studies, Feb. 1997, PP. 17-18).

- **Number of Hotels:**

In the West Bank (excluding East Jerusalem), the number of hotels decreased from (19) in 1967 to (18) in 1987 to reach (5) in 1994 (Palestine Economic Policy Research Institute [MAS] issue number 1, 1997, P. 20). In the Gaza Strip, there were 6 hotels in 1967 and became 2 hotels only in 1990 (Samour; interview, 2003).

The percentages of hotels in the West Bank and the Gaza Strip were (13%) and (7%) respectively of the number of Israeli hotels. (UNCTAD, 1991, PP. 61 - 62). In East Jerusalem, the number of hotels decreased from 40 in 1967 to 30 in 1994.

Since the beginning of the peace process in the Middle East and the signature of the Declaration of Principles in 1993, many local investors have built hotels in the main cities in the West Bank and the Gaza Strip (including East Jerusalem). So, the number of hotels in the West Bank and Gaza Strip increased from (60) in 1995 to (91) in 1999 as shown in table 1 (PCBS, various issues). Yet, this number is still small if compared with the number of hotels in Egypt, Jordan, and Israel. In the Gaza Strip, the number of hotels increased from (7) in 1996 to (15) in the first quarter of 2003 as shown in table 2 (PCBS, various issues).

There is no doubt that hotel activity in Palestine lacks many basic characteristics such as political stability, economic security, and tourism promotion. However, Palestinian investors have built a good number of hotels. In 1997, the percentage of hotels in Palestine formed (24%) of hotels in Israel and nearly the same percentage of hotels in Jordan. According to the hotel size, Israeli hotels are larger than the Palestinian and Jordanian hotels (The Palestinian Center for Regional Studies, Feb. 1997, P. 17).

Since the outbreak of Al Aqsa Intifada in 2000, the number of hotels have decreased to reach (76) only in the first quarter in 2003 as shown in table 1 (PCBS, 2003, first quarter), of which (21) hotels or 27% are located in East Jerusalem.

In Egypt, the number of hotels increased from (632) in 1990 to (1057) in 2001 with (544) hotels under construction (Egyptian ministry of tourism, 2001, P. 54). In Jordan, the number of hotels increased from (229) in 1991 (116 classified hotels and 113 unclassified hotels) to (462) in 2002 (310 classified hotels and 152 unclassified hotels) (Jordanian ministry of tourism, 2002). In Israel, there were (461) hotels in 1990 (272 tourist hotels and 189 other hotels). The number of Israeli tourist hotels only increased from (272) in 1990 to (339) in 2001 (Israeli central bureau of statistics, 2001).

- **The Number of Rooms:**

The number of rooms in the West Bank and the Gaza Strip was (483) between 1967 and 1975. After that, the number of rooms increased to reach (780) in 1993 (Samour; interview, 2003).

After the establishment of Palestinian National Authority in 1994 and the beginning of the implementation of investment law, the number of rooms (including East Jerusalem) increased from (2605) in 1995 to (3781) in 1999 as shown in table 1 (PCBS, various issues). Since the outbreak of Al Aqsa Intifada, the number of rooms decreased to reach

**Table 1****General Information about hotels in the West Bank and Gaza Strip (Including East Jerusalem)**

<b>The Indicator</b>	<b>The Year</b>						
	<b>1996</b>	<b>1997</b>	<b>1998</b>	<b>1999</b>	<b>2000</b>	<b>2001</b>	<b>2002</b>
The number of hotels	72	85	92	91	106	84	72
Average number of workers (administrators and workers)	324	347	374	403	474	314	266
	1067	1111	1147	1234	1924	1141	935
Number of guests	229712	220850	214220	316871	335711	60208	51357
Number of guests nights	736428	639344	601085	895540	1016683	184857	169641
Average occupancy of rooms	1117	1004.2	958.6	1333.2	1481.7	303.4	302.3
Percentage occupancy of rooms (%)	37.5%	31%	26.9%	35.5%	33.5%	9.2%	10.1%
Average occupancy of beds	2017.6	1751.6	1646.8	2453.5	2785.4	506.5	464.8
Percentage occupancy of beds (%)	31%	25%	21.3%	30.3%	29.6%	7.3%	7.2%
Number of rooms	2926	3425	3682	3781	4708	2860	3098
Number of beds	6434	7419	7986	8053	10063	6240	6473

(PCBS, various issues)



(3070) in the first quarter in 2003 as shown in table 1 (PCBS, 2003, the first quarter, executive summary). In the Gaza Strip, the average number of rooms increased from (243) in 1996 to (492) in the first quarter of 2003 as shown in table 2 (PCBS, various issues). This increase is due to the fact that some hotels were already under construction before Al-Aqsa Intifada broke out in the last quarter of 2003.

In 1998, the number of hotel rooms reached (3682) in the West Bank and Gaza Strip (including East Jerusalem), of which (3366) were in the West Bank including East Jerusalem (91.4%), and (316) in Gaza Strip (8.4%). Of the West Bank total, two-thirds (about 2225 rooms) were in East Jerusalem, 24.7% (about 832 rooms) in the southern region which include Bethlehem, 2.5% (about 84 rooms) in the northern region, and 4.7% (225 rooms) in the central region (PCBS, 1999).

In 1999, the number of hotel rooms in the West Bank and Gaza Strip increased by 5.61% to reach 3781 (including East Jerusalem). Although the share of East Jerusalem dropped from 65% in 1998 to 54.3% in 1999, hotel rooms were still concentrated there. The southern region of the West Bank which includes Bethlehem dropped from 23.4% to 19.3%. The northern region of the West Bank had the smallest share of hotel rooms (2.4%). The central region of the West Bank doubled its share (from 6.2% in 1998 to 12.7% of the total number of hotel rooms in the West Bank in 1999 (PCBS, 2000).

In contrast, in Egypt, the number of rooms increased from (51208) in 1990 to (120720) in 2001 with (95955) rooms under construction (Egyptian Ministry of Tourism, 2001, P. 54). In Jordan, the number of rooms increased from (7837) in 1991 (6594 rooms of classified hotels and 1243 rooms of unclassified hotels) to (19389) in 2002 (17400 rooms of classified hotels and 1989 rooms of unclassified hotels) (Jordanian Ministry of Tourism, 2002, tourism statistics). In Israel, the number of rooms increased from (33660) in 1990 to (50227) in 2001 (Israeli Central Bureau of Statistics, 2001, summary table).

The number of rooms in Palestine in 1997 accounted for (8%) of the number of rooms in Israel and (31%) of the number of rooms in Jordan. The average number of rooms in a hotel in Israel accounted for (126), in Palestine (43), and in Jordan (33) rooms only (The Palestinian Center for Regional Studies, Feb. 1997, P. 17).

**Table 2****General Information about hotels in the Gaza Strip**

The Indicator	The Year							
	1996	1997	1998	1999	2000	2001	2002	The first quarter 2003
Number of hotels at the end of the year	7	8	9	11	12	16	15	15
Average number of rooms	243	249	316	373	456	484	504	492
Average number of beds	435	446	570	697	869	905	905	915
Number of guests	1554	2143	2764	4175	658	590	1198	211
Number of person/nights	5594	5990	7042	11346	4127	1852	3406	956
Room occupancy:								
Average occupancy	59	59.5	70.4	106.2	39.1	20.3	15.3	9.6
Rate (%)	24.3	23.9	22.3	28.5	8.6	4.2	3	1.9
Bed occupancy:								
Average occupancy	60.8	65.1	76.5	123.3	44.9	20.1	37	30.8
Rate (%)	14	14.6	13.4	17.7	5.2	2.2	4.1	8
Administration:								
Males	35	35	42	57	54	62	69	58
Females	6	6	11	8	14	10	9	8
Operation:								
Males	91	98	108	176	236	212	221	215
Females	0	4	6	8	13	8	9	10
Total males	126	133	150	233	291	274	290	273
Total females	6	10	17	17	28	18	18	18

(PCBS, various issues)

- **Number of Beds:**

The number of beds in the West Bank and Gaza Strip (excluding East Jerusalem) was (966) between 1967 and 1975. The number of beds kept going up to reach (1560) beds in 1993 (Samour; interview, 2003).

After the establishment of Palestinian National Authority in 1994, the number of beds (including East Jerusalem) reached 6473 in 2002, and 6688 in the first quarter of 2003 as shown in table 1 (PCBS, various issues). In the Gaza Strip, the average number of beds increased from 435 in 1996 to 915 in the first quarter 2003 as shown in table 2 (PCBS, various issues). The average occupancy of beds declined by 81.1% during the year 2002 compared with the year 1999. Also, the percentage occupancy of beds declined by 76.2% during the year 2002 compared with the year 1999.

In East Jerusalem, there were (6968) beds in the period from 1967 to 1975 (Samour; interview, 2003). Nevertheless, this number of beds decreased to reach (2199) in 2002 (PCBS, 2003, executive summary).

In contrast, in Egypt, the number of beds increased from (101469) in 1990 to (241440) in 2001 with (191910) beds under construction (Egyptian Ministry of Tourism, 2001, P. 54). In Jordan, the number of beds increased from (15625) in 1991 (12526 beds of classified hotels and 3099 beds of unclassified hotels) to (37289) in 2002 (32658 beds of classified hotels and 4631 beds of unclassified hotels) (Jordanian Ministry of Tourism, 2002, tourism statistics). In Israel, the number of beds increased from (70971) in 1990 to (126424) in 2001 (Israeli Central Bureau of Statistics, 2001, summary table).

- **Percentage of Hotel Room Occupancy:**

Percentage of hotel room occupancy decreased from (27%) in 1970 to (13%) in 1987. The Palestinian reports indicate that there was a negative effect of 1987 Intifada on hotel activities. This led to the closure of many hotels. In 1990, percentage of hotel room occupancy decreased to reach (2%) only in East Jerusalem (UNCTAD, 1991, P. 71).

According to PCBS (various issues), the average percentage of hotel room occupancy in the West Bank and Gaza Strip was (32.88%) between 1996 and 2000 as shown in table 1. In the Gaza Strip, this average percentage of hotel room occupancy increased from 14% in 1996 to 17.7% in 1999 as shown in table 2 (PCBS, various issues).

Since the outbreak of Al-Aqsa Intifada, this percentage has decreased sharply to reach 9.2% in 2001, 10.1% in 2002 and 9.6% in the first quarter 2003. It can be concluded that the percentage of hotel room occupancy declined by (71.6%) during the year 2002 compared with the year 1999. Also, the average percentage of hotel room occupancy declined by (77.3%) during the year 2002 compared with the year 1999. In the Gaza Strip, percentage of hotel room occupancy decreased from (17.7%) in 1999 to (2.2%) in 2001, (4.1%) in 2002, and (8%) in the first quarter in 2003 as shown in table 2 (PCBS, various issues).

In contrast, in Egypt, the average percentage of hotel room occupancy was (45%), (67%), (73%), and (61%) in 1998, 1999, 2000, 2001 respectively (Egyptian Ministry of Tourism, 2001, P. 91). In Israel, the occupancy rate of rooms of tourist hotels increased from (56%) in 1990 to (61.8%) in 1999. After the outbreak of Al-Aqsa Intifada, this rate in Israel decreased to reach (45.5%) in 2001 (Israeli Central Bureau of Statistics, 2001, summary table).

**- Number of Hotel Workers:**

The number of hotel workers is small in the West Bank and Gaza Strip as compared to the number of workers in Israel. In 1988, the number of workers in all hotels in Israel was (21870). This number was more than twenty times of the number of workers in the West Bank (UNCTAD, 1991).

According to PCBS (various issues), the number of hotel workers had increased since the establishment of Palestinian national authority in 1994 until the year 2000. This number increased from (1391) workers (324 administrators and 1067 workers) in 1996 to (2398) workers (474 administrators and 1924 workers) in 2000 as shown in table 1. In the Gaza Strip, the number of workers increased from (132) (41 administrators and 91 workers) in 1996 to (319) (68 administrators and 249 workers) in 2000 as shown in table 2 (PCBS, various issues).

Since the outbreak of Al Aqsa Intifada, the number of workers had decreased to reach (1201) (266 administrators and 935 workers) in 2002. In the first quarter 2003, the number of workers in the West Bank and Gaza Strip was (1238) (253 administrators and 986 workers) as shown in table 1 (PCBS, 2003, first quarter). The average number of workers declined by (26.6%) in the year 2002 compared with the year 1999. In the Gaza Strip, this number of workers decreased from 319 (68 administrators and 249

workers) in 2000 to 291 (66 administrators and 225 workers) in the first quarter 2003 as shown in table 2 (PCBS, various issues).

In contrast, in Israel, a total monthly average of employees is (23150) in tourist hotels only (MAS, 1997, Issue no. 1).

- **Classification of Hotels:**

“The Star” the process of classifying hotels differs from one country to another. For example, it could be the number of rooms, the room space, the quality of room furniture, the size of the building, the recreation area, facilities offered by the hotel, the equipment used or the level of service. Most International hotel classifications are based on many measures such as guest bathroom, room circulation and services, residential area, and public areas as shown in table 3 (Afifi, 1999, PP. 141-146).

In line with the Palestine Ministry of Tourism, all hotel classifications are temporary until further notifications of raising the rank of such hotels in terms of service, personnel qualification and type of operating staff are made. Furthermore, increase in room capacity and internal facilities should increase before their rank is raised in terms of stars given in line with the regulations followed by the Palestinian Ministry of Tourism.

The temporary classification of hotels in the West Bank and Gaza Strip (excluding East Jerusalem, where the Israeli jurisprudence does not give such star ranks), is as follows: (Hamad; interview, 2003).

*Bethlehem* has a five-star hotel, four four-star hotels, seven three-star hotels, two two-star hotels, two one-star hotels, and four under-classification hotels.

*Ram Allah* has three four-star hotels, five three-star hotels, one two-star hotel, three one-star hotels.

*Gaza Strip* has three three-star hotels such as the Beach Hotel and Palestine Hotel, two two-star hotels (Cliff Hotel and Adam Hotel), two one-star hotels (Marna House Hotel and Al-Amal Hotel), one motel, four under-classification hotels, besides three governmental hotels (Zahrat-Al-Madayen Resort, Al Hilal hotel (Noor city), and Al Hilal hotel (Amal city)).

*Nablus* has two three-star hotels, one two-star hotel, and four motels.

*Jericho* has a five-star hotel, a four-star hotel, a one-star hotel, and a motel.

*Hebron* has a three-star hotel, a one-star hotel, and a motel.

**Table 3**

**According to the size of hotel rooms, most International hotel classifications are based on the following measures:**

<b>Hotel Category</b>	<b>One Star</b>	<b>Two Star</b>	<b>Three Star</b>	<b>Four Star</b>	<b>Five Star</b>
Two-bed room Area per room	<b>M.S* 10.5</b>	14.5	18	21	26
Guest bathroom	M.S 3	3.5	4	6	7
Room circulation and services (1)	M.S 5	7	8	9	11
Residential area (total)	M.S 18.5	25	30	36	45
Public areas (2)	<b>M.S 7.5</b>	10	15	19	25
Total per unit	M.S 26	35	45	55	70
Total per bed	13.5	17.5	22.5	27.5	35

(Afifi, 1999, P.143)

\* Meter Square

*Jenin*: it only has a single motel.

- **Number of Tourists:**

The tourism sector witnessed positive developments in the period from 1993 to 1995. Such developments were reflected in the increasing number of tourists to the historic town of Bethlehem during that period. The number was growing steadily from (269493) tourists in 1990 to (1010452) tourists in 1995 (Samour; interview, 2003).

In 1996, the number of tourists to the historic town of Bethlehem decreased to reach (644130). This decrease was the result of the martyr bombing operations in February and March, subsequent closure of the West Bank and Gaza Strip, and political turbulence. This resulted in an (8.5%) drop in the number of tourists. The year 1996 was the worst year: the number of closure days reached (132) in the West Bank and (138) in the Gaza Strip. The total number of closure days per year increased from 1993 to 1996 to reach a total of (291) days in the West Bank and (342) days in the Gaza Strip. What distinguishes the 1996 closures is that they were in effect during most of the months of that year (MAS- issue number 1, 1997, P. 7).

In 1997, the number of days of Israeli closure to the West Bank and Gaza Strip decreased as compared with 1996 to reach (85) days in the West Bank and (70) days in the Gaza Strip. The number of tourists to Bethlehem decreased to (537643) (Samour; interview, 2003).

In 1998, the number of tourists to Bethlehem increased to (601307). This means that growth rate was (11.7%) compared with 1997 (MAS, June 1999, P. 25). In 1999, the number of closure days decreased to (6) days in both the West Bank and the Gaza Strip. The number of tourists to the West Bank and Gaza Strip was (659322). The rise in the tourists' number to Bethlehem was due to the third millennium celebrations. Consequently, the number of tourists to Bethlehem reached (843718) in 2000 (MAS, issue number 7, Dec. 2000, PP. 52 - 66).

Since the beginning of Al Aqsa Intifada on September 28<sup>th</sup>, 2000, the number of tourists to the historic town of Bethlehem has decreased sharply to reach (3000) tourists in August 2002 (Samour; interview, 2003).

- **Number of Guests:**

According to PCBS (various issues), the number of guests to the West Bank and Gaza Strip increased from (229712) in 1999 to (335711) in 2000. In the Gaza Strip, this number of guests increased from (1554) in 1996 to (4175) in 1999 as shown in table 4.

Since the outbreak of Al Aqsa Intifada in 2000, the number of guests in the West Bank and Gaza Strip decreased to reach (51357) in 2002 as shown in table 4. We can get the result that the total number of guests declined by (83.8%) in 2002 compared with the year 1999. In the Gaza Strip, this number of guests decreased from (4175) in 1999 to (590) in 2001, and (1198) in 2002 as shown in table 4.

- **Number of Guest Nights:**

The number of guest nights increased from (736428) in 1996 to (1016683) in 2000. In the Gaza Strip, the number of guest nights increased from (5594) in 1996 to (11346) in 1999 (PCBS, various issues).

Since the outbreak of Al Aqsa Intifada in 2000, the number of guest nights has decreased to reach (169641) in the year 2002 (PCBS, annual bulletin-2002, April 2003). We can come to the conclusion that the total number of guest nights declined by (81.1%) in the year 2002 compared with the year 1999. In the Gaza Strip, the number of guest nights decreased from (11346) in 1999 to (3406) in 2002 as shown in table 1.

**2.2.2.2 Travel & Tourism Agents:**

The number of travel and tourism agents was (39) in the period from 1967 to 1975. Most of the agents arranged air-tickets and Hajj and Omra trips to Saudi Arabia. The remaining ones arranged tourist groups (Samour; interview, 2003).

According to a 1989 survey, there were (34) agents in the West Bank, two in Bethlehem and one in Ram Allah, in addition to other agents in East Jerusalem (The Arab Association for Studies, 1990, abstract). This means that the number of agents decreased by five compared with the number of agents in 1967.

If we compare this branch with its Israeli counterpart, we find that the Palestinian agents constituted a small branch as here were (429) Israeli agents in 1988, (81) of them in Jerusalem (Israeli Central Bureau of Statistics, 1989-summary table).

After the establishment of the Palestinian National Authority in 1994, the number of agents began to increase to reach (92) in 2002. This increase accelerated after the



Table 4

General Information about guests (Continue)

<b>The Year</b>									
Nationality	1996			1997			1998		
	No. of guests	Percentage (%)	ALOSPG *	No. of guests	<b>Percentage (%)</b>	ALOSPG *	No. of guests	<b>Percentage (%)</b>	ALOSPG *
Palestine	9480	4.1	3	10828	4.9	2.5	14441	6.7	2.5
Arab countries	3788	1.7	4	3608	1.6	4.1	5758	2.7	3.4
Israel	11086	4.8	1.8	13211	6	1.5	19550	9.1	1.5
Asia	0	0	0	5370	2.4	2.4	4403	2.1	2.5
U.S.A and Canada	31314	13.6	3.7	31841	14.4	3.5	29014	13.5	3.5
Central and South America	0	0	0	3512	1.6	3.4	2747	1.3	3.2
European Union	145163	63.2	3.4	123258	55.8	2.9	107829	50.3	2.9
Other European	0	0	0	27650	12.6	2.9	29350	13.7	2.8
Africa	0	0	0	866	0.4	3.1	686	0.3	2.3
Australia and New Zealand	0	0	0	706	0.3	3.3	442	0.2	2.8
Others	28881	12.6	2.6	0	0	0	0	0	0
<b>Total</b>	<b>229712</b>	<b>100</b>	<b>3.2</b>	<b>220850</b>	<b>100</b>	<b>2.9</b>	<b>214220</b>	<b>100</b>	<b>2.8</b>

ALOSPT = Average length of stay per guest  
(PCBS, various issues)

Table 4

General Information about guests (Continue)

<b>The Year</b>									
Nationality	1999			2000			2001		
	No. of guests	Percentage (%)	ALOSPG *	No. of guests	<b>Percentage (%)</b>	ALOSPG *	No. of guests	<b>Percentage (%)</b>	ALOSPG *
Palestine	16598	5.2	2.9	25520	7.6	2.1	17432	29	3
Arab countries	6442	2	3.3	8362	2.5	2.6	1303	2.2	2.7
Israel	30655	9.7	1.6	31084	9.3	1.4	3200	5.3	1.8
Asia	10020	3.2	2.5	15495	4.6	2.9	8867	14.7	2.8
U.S.A and Canada	36532	11.5	3.2	31316	9.3	3.4	6488	10.8	3.7
Central and South America	3615	1.1	3.1	7652	2.3	3.1	1171	1.9	3.8
European Union	165753	52.3	3	174374	51.9	3.4	17662	29.3	3.2
Other European	43410	13.7	2.9	36080	10.8	3	2677	4.4	3.2
Africa	1843	0.6	2.3	2687	0.8	2.5	459	0.8	3.1
Australia and New Zealand	2003	0.6	2.4	3141	0.9	2.7	949	1.6	3.2
Others	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>316871</b>	<b>100</b>	<b>2.8</b>	<b>335711</b>	<b>100</b>	<b>3</b>	<b>60208</b>	<b>100</b>	<b>3.1</b>

ALOSPT = Average length of stay per guest  
(PCBS, various issues)

**Table 4****General Information about guests**

	<b>The Year</b>		
	<b>2002</b>		
<b>Nationality</b>	<b>No. of guests</b>	<b>Percentage (%)</b>	<b>ALOSPG*</b>
Palestine	17933	34.9	3.7
Arab countries	896	1.7	2.5
Israel	3924	7.6	1.9
Asia	5831	11.4	2.8
U.S.A and Canada	5952	11.6	4
Central and South America	528	1	2.2
European Union	11714	22.8	3.4
Other European	2714	5.3	2.7
Africa	1209	2.4	2.4
Australia and New Zealand	656	1.3	3.3
Others	0	0	0
<b>Total</b>	<b>51357</b>	<b>100</b>	<b>3.3</b>

ALOSPT = Average length of stay per guest  
(PCBS, various issues)

Bethlehem University began to give two-year tourism courses and a one-year travel courses (Samour; interview, 2003). In the Gaza Strip, the number of travel and tourism agents increased from (26) in 1996 to (33) in 2003, according to the available records in the Palestinian Ministry of Tourism.

In contrast, in Egypt the number of travel agencies increased from (709) in 1990 to (1018) in 2001 (Egyptian Ministry of Tourism, 2001, P. 96). In Jordan, the number of travel and tourism agents increased from (228) in 1991 to (403) in 2002 (Jordanian Ministry of Tourism, 2002, tourism statistics).

### **2.2.2.3 Tourist Guides:**

The number of tourist guides decreased considerably as there were (32) guides in 1967 and this number went down to (28) in 1975. However, in the following years the number of tourist guides witnessed some increase. In 1989, the number of guides was (87) in the West Bank, (70) of whom were in East Jerusalem. In contrast, there were (3000) guides in Israel (MAS issue number 1, 1997, P. 20 ; Samour; interview, 2003).

The Tourist guides have suffered from sharp decrease in activities since the beginning of 1987 Intifada. The number of annual working days of guides in East Jerusalem decreased from (200) days in 1986 to (120) days in 1987, to reach only (20) days in 1989. This means that it accounted for (10%) only of its 1986 level (UNCTAD, 1991, PP. 58 - 59).

After the establishment of Palestinian National Authority in 1994, the number of guides increased to reach (171) in 2002. Under supervision of the Palestinian Ministry of Tourism, from (40) to (50) guides graduate every two years from specialized academies. In the Gaza Strip, there is not any tourist guide according to the available records in the Palestinian Ministry of Tourism. In contrast, in Egypt the number of guides increased from (2153) in 1990 to (6407) in 2001 (Egyptian Ministry of Tourism, 2001, P. 97). In Jordan, the number of tourist guides increased from (157) in 1991 to (700) in 1999. Afterwards this number decreased to reach (570) in 2002 (Jordanian Ministry of Tourism, 2002, tourism statistics).

#### **2.2.2.4 Tourist-Transport Companies:**

Since the Israeli closure of Al Quds (Khalandia) in 1967 Airport and Gaza Port in 2000, Palestine was deprived of the most important tourism income components. There was a single tourist-transport company in the West Bank and Gaza Strip except one in East Jerusalem. But the number of companies in the West Bank (excluding East Jerusalem) became two in 2002 with (7) modern coaches. In 1990, there were (25) non tourism-transport companies in the West Bank and Gaza Strip. Most of them were working completely in the field of non-tourism interior transport (Samour; interview, 2003).

In 1967, there was one company in East Jerusalem, but in 1990, there were (8) companies specialized in tourism transport. These companies had (131) coaches, (104) of which were large buses and (27) mini buses. The number of buses was small if compared with the Israeli tourism coaches that included (1500) coaches at that time (UNCTAD, 1991, P. 67).

The number of tourist transport companies in East Jerusalem was (13) in 2002. These companies had (156) tourist-transport coaches (Samour; interview, 2003). In Jordan, the number of tourist transport companies increased from one with (128) coaches in 1991 to (4) with (345) coaches in 2002 (Jordanian Ministry of Tourism, 2002, tourism statistics).

#### **2.2.2.5 Tourist Restaurants:**

Kinds of food, prices, and many other related matters affect the performance of tourism sector. According to local expertise, the expenditure on food accounts for (25%) of the tourist's expenditure in the West Bank and the Gaza Strip. Many non-tourism restaurants closed during the 1987 Intifada. Restaurants suffer from many problems such as the instability of restaurant employment, which went to work in Israeli restaurants tempted by higher wages paid there (UNCTAD, 1991).

In the West Bank and the Gaza Strip (excluding East Jerusalem), there were (42) tourist restaurants in the period between 1967 and 1975. Yet, in the year 2000, the number of these restaurants increased to (92). In East Jerusalem, the number of tourist restaurants was (10) in 1967 and decreased to (8) in 2000. In the Gaza Strip, the number of tourist restaurants increased from (12) in 1996 to (21) in the first quarter of 2003 (Samour; interview, 2003).

In contrast, in Egypt, the number of public tourist restaurants was (1205) (including restaurants, clubs and floating restaurants) in 2001 (Egyptian Ministry of Tourism, 2001, P. 99). In Jordan, the number of tourist restaurants increased from (222) in 1992 to (376) in 2002 (Jordanian Ministry of Tourism, 2002, tourism statistics).

## **2.3 Hotel Marketing:**

Generally speaking, one of the most important of major mega trends has been the phenomenal growth of services. For example, in 1994, service jobs in the U.S. accounted for (77%) of total employment and (70%) of GNP. These percentages are expected to increase in the future. According to Kotler, (1994, P. 464), there are four types of service industries:

- The government sector such as hospitals, loan agencies, and military services.
- The private non-profit sector such as museums, colleges, and foundations.
- The business sector such as hotels, airlines, and banks.
- Manufacturing sector such as computer operators, accountants, and legal staff.

### **2.3.1 The Uniqueness of Services:**

A service is “any act or performance that one party can offer to another that is essentially intangible and does not result in the ownership of anything. Its production may or may not be tied to a physical product” (Kotler, 2000, P. 428).

Services have quickly become one of the major components of many countries' economy. In the U.S. for example, about (90%) of (36 million) new jobs created from 1970 to 1990 were in the service sector. Services accounted for (3.197 trillion) in 1992, which was an increase of over (200%) more than that of 1980 (Berkowitz and others, 1994, P. 674).

### **2.3.2 Characteristics of Services:**

Services have four unique major characteristics that greatly affect the design of marketing programs. These characteristics are intangibility, inconsistency, inseparability, and inventory. These four characteristics are referred to as the four I's of services (Al-Dmor, 2002, PP. 22-28 ; Berkowitz and others, 1994, PP. 675-677). Following is a description of these four characteristics.

- **Intangibility:**

Services are intangible. That is, they can't be seen, tasted, felt, heard, or smelled before they are bought. Before purchasing physical products, a customer can touch, see, and taste them.

- **Inconsistency:**

The quality of services is often inconsistent or highly variable, since they depend on who provides them, when, and where they are provided. Hotels attempt to eliminate inconsistency through standardization and training.

- **Inseparability:**

Physical products are manufactured, put into inventory, distributed through multiple resellers, and consumed still later. But, services are typically produced and consumed simultaneously.

- **Inventory:**

Services can not be stored. Costs of inventory are related to the cost of maintaining production capacity.

### **2.3.3 Marketing and Its Functions:**

Marketing is “the process of planning and executing the conception, pricing, promotion, and distribution of ideas, goods, and services to create exchanges” (Reinecke and others, 1989, P. 320). There are seven marketing functions: buying, selling, storing and transporting, standardization and grading, gathering marketing information, risk taking, and financing.

### **2.3.4 Hotel Marketing Concept:**

According to Kotler (1994, PP. 18-28), the hotel marketing concept entails “the key to achieving hotel goals through determining the needs and wants of clients and delivery of the desired satisfactions more effectively and efficiently than competitors”. The previous concept rests on four main pillars: target market, guest needs, coordinated marketing, and profitability:

- **Target Market:**

Hotel must define their target market(s) carefully if they want to succeed. No hotel can operate in every market and satisfy every need and want.

- **Guest Needs:**

Hotels must understand the guests' needs besides the definition of target market. Guest oriented thinking requires the hotel to define guest needs from the guests' point of view. Hotel sales come from two groups of guests: present guests and new ones. The attraction of new guests is more costly than the retention of present guests. Today, many hotels' aim to go beyond satisfying guests; they think how to delight guests.

Hotels must measure guest satisfaction so as to use this information to improve their performance in the future. This means that listening is not enough. Hotels must respond to many changes in guest needs and wants.

- **Coordinated Marketing:**

The marketing functions must be coordinated from the guest point of view. Also, marketing should be coordinated with other hotel departments. Hotel marketing requires carrying out internal and external marketing.

- **Profitability:**

The purpose of the hotel marketing concept is to help hotels achieve their goals. The major goal of hotels is profit. This requires that hotel marketers must analyze the profit potential of different hotel marketing opportunities.

### **2.3.5 Hotel Life Cycle:**

The life history of a hotel is called the hotel life cycle. Hotel life cycle has four stages: introduction, growth, maturity, and decline. For example, some hotels can go from introduction stage to maturity stage without entering the growth stage (Al-Askari, 2000, PP. 159-164 ; McCarthy and Perreault, 1993, PP. 288-291). Following is a more detailed description of these stages.

- **Introduction Stage:**

The introduction stage of hotel life cycle is the most critical. The basic goal of a hotel is to gain initial market acceptance of the new service. This requires a strong promotion effort to create awareness of hotel services. It also necessitates that one should be careful to initial pricing. Even though a hotel promotes its new service, it takes time for guests to learn that the service is available. Most hotels spend so much money on promotion, service, and place development. So, they may experience losses during the



introduction stage. Hotels spend so much money in expectation of future profits. During the introduction stage, sales are relatively low.

- **Growth Stage:**

When the new hotel service is introduced with success, sales will increase rapidly during the growth stage and then start to fall because of competitors. Guests who first bought the new hotel service in the introduction stage may repeat purchases. Also, new guests begin to buy new hotel services. Hotels must take into consideration that every service has a service life cycle. Thus, hotels must not ignore the competition that will soon follow.

- **The Maturity Stage:**

In this stage, the service sales growth rate will slow down. Also, profits will stabilize or go down throughout this stage because promotion costs increase and some competitors cut prices to attract new guests. Less efficient hotels cannot compete against this pressure, and they drop out of the market. New hotels may still enter the market at this stage and they try to take a share of saturated market from established hotels. This means that increasing competition.

- **Decline Stage:**

Hotel sales will decline either slowly or rapidly at this stage. Reasons for sales decline may include technological advances, guest shifts in tastes, and increased domestic and foreign competition. Hotels try to produce new services through introduction stage. Old services may keep some sales by appealing to the most loyal guests or those who are slow to try new ideas.

### **2.3.6 Developing Marketing Mix for Hotel Markets:**

A hotel marketing department must design a set of strategies appropriate for the chosen hotel market and to satisfy the needs of hotel guests. The marketing mix is “the set of marketing strategies (promotion strategies, product strategies, price strategies, and distribution strategies) chosen to reach and influence a certain market” (Reinecke and others, 1989, P. 323). Also, marketing mix is the set of marketing tools that the hotel uses to pursue its marketing objectives in the target market. Today, many authors added 2 P’s – packaging and people – to become 6 P’s. Hotels must utilize all these strategies to make profits. Not all-marketing mix variables can be adjusted in the short run. The

hotel can change its price and advertising expenditures in the short run. But, it can develop new services and modify its place in the long run. The 4 P's are (Makabla, 1998, PP. 99-167):

- **Product:**

The product may be goods or services. In addition to what we has been mentioned about services, we can add that services should satisfy some guest's needs. The most basic marketing mix tool is product.

Transportation, buildings, location, easy of entry and exit to the hotel and other additional services affect the kind of services that a hotel offers, and affect the guests' satisfaction.

The concept of hotel service consists of physical goods such as food and accommodation, and services such as a hotel atmosphere and image.

- **Price:**

A critical hotel marketing mix tool is price. In opposition to other 3 P's of hotel marketing mix, price is considered income to the hotel. A hotel marketing manager must decide the right price. Two factors affecting the determination of the right price must take into consideration:

- 1- Controllable factors such as costs, marketing and pricing objectives, product, and hotel resources.
- 2- Uncontrollable factors such as demand type of industry, structure of industry, competitive factors, phases of market development, and environmental factors.

The pricing techniques are divided into four main parts: cost-oriented pricing techniques, profitability-oriented techniques, competition-oriented pricing techniques, and marketing-oriented pricing techniques. There are special issues in pricing such as using pricing promotion, transfer pricing, product/services mix pricing, forecasting reactions to price changes, and competitive bidding. If guests won't accept the price, all of the planning effort will be wasted.

- **Place:**

The third element of 4 P's of hotel marketing mix is place. Hotel services can reach the guest through a channel of distribution. Sometimes the place system is quite short. It may run directly from hotel to guest. Following are the different forms of channels of distribution of hotels:

**Two** - hotel – guest

**Three**- hotel – travel agent – guest

Hotel – hotel representative – guest

Hotel – incentive travel planner – guest

**Four** - hotel – tour operator – travel agent – guest

Hotel – airline – travel agent – guest

**Five** - hotel – hotel representative – master travel agent – local travel agent – guest

If hotel marketing management has several different target markets, several different channels of distribution might be needed. So, hotel marketing management must understand the various types of channels of distribution and how it makes their decisions.

- **Promotion:**

The fourth P – promotion – is concerned with telling the guests about hotel services, and the benefits of purchasing hotel services.

The promotion mix consists of five major tools: advertising, direct marketing, sales promotion, public relations and publicity, and personal selling. Following is Kotler's (1994, P. 596) definitions of each one of promotion mix:

Advertising is “any paid form of non personal presentation and promotion of ideas, goods, or services by an identified sponsor”.

Direct marketing is “use of mail, telephone, and other non personal contact tools to communicate with or solicit a response from specific customers and prospects”.

Public relations and publicity are “a variety of programs designed to promote and/or protect a company’s image or its individual products”.

Personal selling is “face to face interaction with one or more prospective purchasers for the purpose of making sales”.

### **2.3.7 Hotel Services in the Future:**

There are two factors that will have a major effect on hotel services: the deregulation of hotel services, and technological development. The deregulation of hotel services involves transportation, communications, financial institutions, and other services. Technological changes in hotel services have radically changed how they conduct

business. The computer supports hotel system, Internet and communications developments also help hotel.

## **2.4 Hotel Advertising:**

Marketing communications of hotel encourage guests to buy hotel services and goods. Advertising is one of the marketing communication mix (also called promotion mix). There are a variety of purposes of communication expenditures: enhancing the image of hotel, building brand preference, promoting the sales, announcing a special promotion or sales, and encouraging participation in causes or rebellion (Dalrymple and parsons, 1990, P. 631).

The ability of a hotel to evaluate the effectiveness of its advertising is crucial to developing more efficient advertisements, to determine the optimal level of expenditures, and to allocate available funds to media.

### **2.4.1 Definition of Hotel Advertising:**

What is advertising? According to Albert Lasker, the father of modern advertising, advertising is “salesmanship in print”. But, he offered that definition long before radio and television, at a time when the nature and scope of advertising were quite limited. Today, advertising is a communication process, a marketing process, an economic and social process, a public relations process, or an information and persuasion process. Advertising is “the non-personal communication of information, usually paid for and usually persuasive in nature, about products (goods and services) or ideas by identified sponsors through various media” (Arens and Bovee, 1994, PP. 5-8).

According to Kotler (2003, page 590), advertising is “any paid form of non-personal presentation and promotion of ideas, goods, or services by an identified sponsor”. In the hotel field, hotel advertising is considered as the presentation of hotel and identification of the several abilities and services to guests. It also concentrates on special characteristics such as its location and history to attract guests' attention, and to persuade these guests to be permanent guests.

One of the most important features of hotel advertising is to encourage the guests to use the public areas inside the hotel. These areas include food salons, restaurants, swimming pools, and fitness suites.

As a hotel marketing tool, hotel advertising serves several functions. McCarthy and Perreault (1993, PP. 470-472) assert that hotel advertising performs the following function:

- Identifies and differentiates services.
- Communicates information about the service.
- Induces trial of new services by new guests and suggests repurchasing by existing guests.
- Stimulates a service's distribution.
- Increases service use.
- Builds value, brand performance, and loyalty.
- Lowers the overall cost of sales.

#### **2.4.2 Designing Effective Hotel Advertising Programs:**

According to Kotler (2003, P. 590), hotel-marketing managers must always start by identifying the target market and guest motives in developing a hotel advertising program. Then, they must make five decisions in developing a hotel advertising program, known as the five M's:

- What are the hotel advertising objectives? (mission)
- How much can be spent? (money)
- What message should be sent? (message)
- What media should be used? (media)
- How should the results be evaluated? (measurement)

##### **2.4.2.1 Setting the Hotel Advertising Objectives:**

After the prior decisions on the target market, market positioning, and marketing mix, the first step in designing effective hotel advertising program is to set the hotel advertising objectives.

Hotel advertising objectives should turn into specific measurable goals. According to Kotler (1994, P. 629), an advertising goal “is a specific communication task and achievement level to be accomplished with a specific audience in a specific period of time”. In other words, hotel advertising objectives should possess three important qualities. They should (1) be designed for a well-defined target audience, (2) be

measurable, and (3) cover a specified time period. Turning objectives into measurable goals facilitates management planning, implementation, and control.

Hotel management should set realistic goals. The levels should arise from an analysis of the hotel opportunities and strengths, not from wishful thinking. Also, a hotel's objectives need to be consistent. It is not possible, for example, to "achieve the greatest sales at the least cost". In other words, when goals are not consistent, there will be confusion. Where possible, objectives should be stated quantitatively (Kotler, 1994, PP. 83 - 84).

According to (Sharaman and Salam, 2001, P. 186 ; Al-Alaq and Rababa'a, 1998, PP. 172-175), hotel-advertising objectives can be classified as to whether their aim is to inform, persuade, remind, or reinforce.

In informative hotel advertising, a hotel wants to build primary demands through:

- Information about tourists such as the annual number of guests, the guests' nationalities of (Palestinians, Arabs, Europeans, Americans, and so on), the guests' habits, and the size of expenditure inside hotel.
- Information about a hotel related to the various hotel services, percentage occupancy of rooms, and the size of sales and reservations per year.
- Information about mass media such as TV, radio, newspapers.

In persuasive advertising, a hotel wants to build selective demand through persuading guests to purchase now and to receive a sales call. This persuasive advertising becomes important in competitive situations.

In the reminder advertising, a hotel wants to remind guests of the hotel services through keeping hotel services in guest's minds and maintaining it top of mind awareness.

In reinforcement advertising, the aim of this advertising objective is to convince current purchasers that they have made the right choice.

The advertising objective should emerge from a thorough analysis of the current situation. Hotel advertising objectives can be classified into five objectives as follows (Al-Sahin, 1998, PP. 83-91):

- 1- Sales objectives
- 2- Competition objectives
- 3- Objectives that are related to improvement of a hotel image
- 4- Objectives that are related to encouraging sales people and distributors in

communication process

5- Objectives that are related to change the guest's attitudes and beliefs

According to Al-Ghanmi (2001, PP. 165-187), there are six characteristics that must be available in a good advertisement, known as AIDCAM: arrest attention, arouse interest, create desire, carry conviction, impel action, and fixit memory.

#### **2.4.2.2 Deciding on the Advertising Budget:**

After setting the advertising objectives, a hotel can proceed to establish its advertising budget. The role of hotel advertising is to shift the service's demand curve upward. The hotel wants to spend the amount required to achieve the sales goal. But, the question is how does a hotel know if it is spending the right amount? If the hotel spends too little on advertising, the effect is insignificant. But, if the hotel spends too much on advertising, then some of the money could have been put to better use (Al-Alaq and Rababa'a, 1998, P. 407). "Although advertising is treated as a current expense, part of it is really an investment that builds up an intangible asset called brand equity" (Kotler, 2003, P. 592).

It is important to note that budgets should be established to do a specific job and the results of hotel advertising should be evaluated regularly during the campaign to determine if the money is being spent wisely.

There are many factors that the hotel must take into consideration when its budget is determined. These factors include the size of hotel, kinds of services, the availability of funds, stages in the product life cycle, market share and guest base, advertising frequency, and competition (Fahmi, 1979, P. 211). In most countries, the hotel budget is determined as a percentage of hotel revenue. This percentage usually falls between (1%) and (2%), and it may be increased if the market enlarges and the competition increases among hotels.

There are four common methods of allocating funds in hotel. According to Al-Askari (2000, PP. 213-217), and Arens & Bovee (1994, PP. 227-230), these methods are as follows:

#### **First: Percentage of Sales Method:**

This method is one of the most popular techniques. Here, many hotels set their advertising expenditures at specified percentage of sales. This specified percentage of

sales may be current or anticipated or of the sales price. Many hotels prefer this method because it is simple, it is related to revenue, and it is considered safe.

A number of advantages are claimed for this method. These advantages are as follows:

- 1- The percentage is in close relation to the movement of corporate sales over hotel cycle.
- 2- This method encourages hotel management to think in terms of the relationship between advertising cost, selling price, and profit per unit.
- 3- This method encourages competitive stability especially when the hotel spends nearly the same percentages of other hotels.

In spite of the previous advantages, this method has a number of disadvantages. These disadvantages are as follows:

- 1- The greatest shortcoming of this method is that it violates a basic marketing principle.
- 2- It uses sales as the cause of hotel advertising rather than as the result.
- 3- The budget will be set only when there is an availability of funds rather than market opportunities.
- 4- The hotel advertising budget depends on year-to-year-sale fluctuations. This situation leads to interference with long range planning.
- 5- There is no logical basis for choosing this percentage, except what was done in the past or what competitors are doing.

**Second: Share of Market/Share of Voice Method:**

J.O. Peckham of the A.C. Nielsen Company has developed this method. He attempts to link advertising dollars with sales objectives. Here, some hotels set their advertising budget to achieve a share of voice party with their competitors.

The greatest shortcoming of this method is that there is no guarantee competitors will increase their advertising budgets. So, this method is not valid. Also, there is no evidence that budgets based on this method discourage advertising wars from breaking out.

**Third: Objective and Task Method:**

The objective and task method considers advertising as a marketing tool to generate sales. This method has three steps to develop advertising budgets: defining objectives, determining strategy, and estimating cost.



Ule puts six steps to show how the objective and task method could be used to establish an advertising budget. These steps are as follows (Kotler, 1994, PP. 612-613):

- 1- Establish the market share goals.
- 2- Determine the percent of the market that should be reached by clear advertising.
- 3- Determine the percent of aware prospects that should be persuaded to try the brand.
- 4- Determine the number of advertising impressions per (1%) trial rate.
- 5- Determine the number of gross rating points that would have to be purchased.
- 6- Determine the necessary advertising budget on the basis of the average cost of buying a gross rating point.

There are a number of advantages for this method. It forces hotels to think in terms of accomplishing goals. Its effectiveness is most apparent when the results can be readily measured. This method is adaptable to changing market conditions due to its nature.

One of the disadvantages of this method is that it is often difficult to determine in advance the amount of money needed to reach a specific goal. Also, techniques for measuring advertising effectiveness still have many weaknesses. Authors prefer the objective and task method because it requires the advertiser to define the advertising campaign's specific objectives and then to estimate the costs of the activities needed to achieve these objectives.

**Fourth: Affordable Method:**

According to this method, many hotels set the advertising budget at what they think the hotel can afford.

This method completely ignores the role of advertising as an investment. It leads to an uncertain annual advertising budget, which makes long-range market communication planning difficult.

From the analysis of the previous four methods, it could be realized that the previous four methods rely on one of two fallacies. The first fallacy is that advertising is a result of sales like percentages of sales method. The second fallacy is that advertising creates sales like the objective and task method. In this fallacy, the advertising real role is to locate prospects, build hotel brand equity, and stimulate demand for hotel services because only guests create sales through their decision to buy, not the hotel.

As we saw in “setting the hotel advertising objectives”, the job of advertising is to influence perception by informing, persuading, and reminding. So, in that way, advertising affects sales.

However, there are many additional methods of allocating funds like the empirical research method. According to this method, a hotel uses experimentation to determine the best level of advertising expenditure.

Since the acceleration of computer developments, quantitative mathematical models are being used for allocating funds. Some of these models are simple while the others are sophisticated. The sophisticated techniques facilitate advertising planning, allocating budget across multiple service offerings, and media analysis. However, hotel management does not easily understand most of these sophisticated techniques, most of which are still too expensive for hotels.

#### **2.4.2.3 Deciding on the Advertising Message:**

Advertising campaigns differ in their creativity. As William Bennbach observed: the facts are not enough .don’t forget that Shakespeare used some pretty hackneyed plots, yet his message come through with great execution” (Kotler, 2003, P. 592).

According to McCarthy and Perreault (1993, pp. 484-487), a hotel can use the concept to help guide message planning: getting attention, holding interest, arousing desire, and obtaining action [AIDA].

The first job in advertising is getting attention. If hotel advertising does not get attention, it does not matter how many guests see or hear it. A large headline, attractive models, special effects and anything different or eye catching may do the trick.

The second and the more difficult job is holding interest. A hotel may pause to appreciate getting attention, but there is no relation between getting attention and marketing mix. So, a hotel will move on. A hotel plans to make getting attention hopefully should lead to hold interest.

To hold interest, informative advertisement (ads) needs to speak the guest’s language. Persuasive ads must provide evidence that convinces the guests. In the reminder ads, hotel reminds guests by the hotel services.

Arousing desire is considered one of an ad’s most difficult jobs. Here, a hotel must communicate with the guests. To do this effectively, a hotel must understand how

guests think, behave, make decisions, and then convince and persuade them that the hotel services can meet their needs.

Getting action is the final job in advertising. It is not an easy job. Here, a hotel must be led beyond considering how the services might fit into their lives and reach guests' needs and wants.

There are four steps to develop a creative strategy: message generation, message evaluation and selection, message execution, and social responsibility. According to Al-Alaq and Rababa'a, (1998, PP. 258-263) and Kotler (1994, PP. 632-638), the interpretations of these four steps are as follows

- **Message Generation:**

There are several methods that creative people use to generate possible advertising appeals. Many creative people proceed inductively by talking to guests, tourists, experts, and competitors. Their feelings about the strengths and weaknesses of hotel services provide important clues to creative strategy.

There are several alternative advertising themes that the advertiser should create before making a choice. The more ads that are independently created, the higher the probability of finding an excellent one. Also, the more time spent on creative ads, the higher the costs.

- **Message Evaluation and Selection:**

The evaluation of alternative messages by the advertiser is needed. Messages may be related to desirability, exclusiveness, and believability. So, the message must first say something desirable or interesting about hotel services. It must also say something exclusive or distinctive. Finally, it must be believable or provable. The advertiser should pretest the ads to determine the strengths and weaknesses.

- **Message Execution:**

The hotel message's impact depends not only upon what is said but also on how it is said. The purpose of hotel message is to determine how it is said. Some hotel ads aim at rational positioning and others at emotional positioning.

According to the nature of hotels, some hotel services are highly similar. So, a hotel message execution can be desired. The advertiser usually prepares a copy strategy statement, which includes the objective, content, support, and tone of the desired ad.

Now, creative people must find a style, tone, words, and format for executing the message.

Any message can be presented in different execution styles: slice of life, life style, fantasy, mood or image, musical, personality symbol, technical expertise, scientific evidence, and testimonial evidence. The communicator must choose an appropriate tone for the hotel ad.

Memorable and attention-getting words must be found; creativity is required for headlines. There are six basic types of headlines: news, questions, narrative, command, 1-2-3 ways, and how what why. Format elements such as size, color, and illustration will make a difference in an ad's impact as well as its cost.

These questions are often raised: Why do so many ads look alike? Why are advertising agencies not more creative? The answer to these questions is that many ads are not creative because many hotels want comfort, not creativity. If the hotel and advertising agency want to make creative advertising, they must take into consideration the social and legal norms.

- **Social Responsibility:**

The subject of social responsibility is critical and important today. Hotel managements must be sure that their creative advertising does not overstep social and legal forms. Many hotels work hard to communicate openly and honestly with guests. Still, abuses occur. So, governments of many countries have developed a substantial body of laws and regulations to govern advertising. To be socially responsible, hotels must be careful to satisfy the needs and wants of guests. In many countries, some hotels have begun to build ad campaigns on a platform of social responsibilities.

**2.4.2.4 Deciding on the Media:**

The development of a hotel budget is considered an integral part of the media program. Deciding on the hotel advertising budget and the media should be made together. Deciding on the media involves the determination of guests and a thorough analysis of the reading, listening, viewing, and commuting habits of those who are considered to be prospects for the hotel services. Therefore, to narrow down the classification of media is the first decision that will be used. When the classification of media is done, it is necessary to evaluate all the different media alternatives that might be able to do the job

(Holtje, 1978, P. 145). Following are some procedures that can be utilized in choosing hotel advertising media to carry the hotel advertising message.

- **Deciding on Reach, Frequency, and Impact (Al-Alaq and Rababa'a, 1998, PP. 200-202 ; Kotler, 1994, PP. 638-640):**

Media selection is the problem of finding the most cost-effective media to deliver the desired number of exposures to the target audience". A hotel is seeking a certain response from guests and tourists.

Reach is the number of different guests to a particular media schedule at least once during a specified time period.

Frequency is the number of times within the specified time period that an average guest is exposed to the message.

Impact is the qualitative value of an exposure through a given medium.

Now, the question that is often raised: What is the most cost-effective combination of reach, frequency, and impact? The answer depends on a number of things. For example, reach is more important when hotel is launching new services, or frequency is more important when there are strong competitors or high guest's resistance.

- **Different Media Alternatives:**

According to several variables, media managers make their choice among media categories: guest's media habits, services, message, and costs. There are many different media alternatives: television, radio, magazines, newspapers, direct mail, Internet, and outdoors. Each media alternative has advantages and disadvantages. According to Berkowitz and others (1994, PP. 537-543), Onkvisit & Shaw, (1993, PP. 707-731), Al-Askari (2000, PP. 205-212), the interpretations of the previous media alternatives are as follows

- **Television:**

Television communicates with both sight and sound. So, it is valuable medium.

There are some advantages of television. It reaches a large number of guests. It combines sight, sound, and motion for effect. It attains high attention. Finally, it has a geographic coverage.

As there are advantages, there are also disadvantages of television. It is highly costly to prepare and run ads: short exposure time and perishable message. It is difficult to convey complex information. Last, ads on television lack permanence.

- **Radio:**

There are many advantages of radio. It does not cost much and can be placed quickly. It enjoys high geographic and demographic selectivity. One of the disadvantages of radio is of lower attention than television because radio is frequently used as background. It undergoes non-standardized rate structures and fleeting exposure.

- **Magazines:**

One of the advantages of magazines is their high quality color and long life of an ad. They have high geographic and demographic selectivity. They can reach national market at a relatively low cost per reader. They are good for a complicated message. One of the disadvantages of magazines is that ads must be submitted long time before publication. There is limited control of ad position. They are of relatively high cost. They also compete for attention with other magazine features.

- **Newspapers:**

There are many advantages of a newspaper. They are flexible and timely. They are good local market coverage. An ad can vary in size. They are low cost. They can be inserted or cancelled on a very short notice. An ad can be placed and changed quickly. Ads can be saved and get quick guest response. Short life of newspapers is one of disadvantages. They are poor reproduction quality. They can't target specific audiences.

- **Direct Mail:**

Flexibility is one of the advantages of direct mail. It can be saved and it is measurable. There is no ad competition within the same medium. It enjoys personalization and audience selectivity. One of the disadvantages of direct mail is that cost of direct mail is high. Guests often see it as junk mail.

- **Outdoors:**

There are many advantages of outdoors. They are of low cost and low competition. They are excellent for reminder advertising. They are flexible in geographic coverage and intensity of market coverage within an area.

As there are advantages of outdoors, there are disadvantages. They lack selectivity of audience. A message must be short and simple. They are criticized as a traffic hazard and eyesore.

- **Cinema:**

Social event is one of advantages of cinema. There is a good impact due to size, sight, and sound. One of the disadvantages of the cinema is that patrons are often not punctual because they are aware that advertisements are presented at the beginning of a show.

- **Yellow Pages:**

There are many advantages of yellow pages. They have an excellent local coverage. They enjoy high believability. They are of wide reach. Finally, they are of low cost. High competition is one of the disadvantages of yellow pages. There are also some creative limitations.

- **Newsletters:**

There are many advantages of newsletters. They enjoy a very high selectivity, full control, interactive opportunities, and relative low costs. One of the disadvantages of newsletters is that costs could run away.

- **Brochures:**

There are many advantages of brochures. They are flexible and enjoy full control. They can dramatize messages. One of the disadvantages of brochures is that overproduction could lead to run away costs.

- **Telephone:**

There are many advantages of the telephone. There is an opportunity to give a personal touch. One of the disadvantages of the telephone is the relative high cost unless volunteers are used.

- **Internet:**

There are many advantages of Internet. It enjoys high selectivity. It has interactive possibilities. It takes relatively low cost. One of the disadvantages of the Internet is that it is a relatively new media with a low number of users in some countries.

Sometimes it is difficult to choose among these alternative media. This depends on several factors:

First, knowing the media habits of guests is essential to deciding among alternatives. Second, service attributes necessitate that certain media be used. Third, the shape and content of message is different from hotel to hotel. Finally, cost of media.

There is no one single hotel advertising medium that is suitable for all guests and hotel services. So, hotels may find that combinations of some major media types do a better job than any one of major media types alone.

- **Deciding on Media Timing:**

A hotel faces two problems: a macro scheduling problem and a micro scheduling problem (Al-Alaq and Rababa'a, 1998, PP. 275-276 ; Kotler, 2003, PP. 604-606). In the macro scheduling problem, a hotel has to decide how to schedule the advertising in relation to seasonal and business cycle trends. "The micro scheduling problem calls for allocating advertising expenditures within a short period to obtain the maximum impact". There are three factors that need to be taken into consideration when hotel wants to decide on media timing: guest's turnover, purchase frequency, and the forgetting rate.

Guests' turnover happens when new guests enter the market. The higher guest's turnover, the more continuous the advertising should be.

Purchase frequency is the number of times in specific period that the average guests buy hotel services. The higher the purchase frequency, the more continuous the advertising should be.

The forgetting rate is the rate at which guest forgets hotel brand. The higher this rate, the more continuous the advertising should be.

#### **2.4.2.5 Evaluating Advertising Effectiveness:**

The evaluation of hotel advertising effectiveness is important for good planning and control of advertising. "Yet the amount of fundamental research on effectiveness is appallingly small. According to Jay Forrester, probably no more than (1/5) of (1%) of total advertising expenditure is used to achieve an enduring understanding of how to spend the other (99.8%)" (Kotler, 2003, P. 606).

The evaluation of hotel advertising effectiveness must be monitored very closely from start to finish. Where a weakness appears, it must be corrected. Where success appears, it must be expanded. Attention must be paid to every detail of the campaign. A hotel must remember that the campaign will not be an automatic success if all the testing said it would (Holtje, 1978, P. 147).



In brief, the goal of the evaluation of hotel advertising is the answers of the following questions:

- Do expenditures on advertising lead to the achievement of results that the hotel management wanted?
- What are the improvements that may be input in advertising activity to increase its effectiveness and efficiency?

Hotels must measure the communication effect of advertising such as the potential effect on awareness, knowledge, or preference. Also, hotels would like to measure the sales effect, but often feel it is too difficult to measure.

- **Communication Effect Research:**

In communication effect research, a hotel seeks to determine whether advertising is communicated effectively. Communication effect research is called copy testing. Communication effect research can be tested before an ad is presented, while it is being presented, or after it has completed its run. There are three methods of advertising pre-testing: direct rating method, portfolio tests, and laboratory tests (Kotler, 1994, PP. 647-648).

In the direct rating method, a hotel asks guests to rate alternative ads. Hotel use these ratings to evaluate advertising's attention, read through cognitive, affective, and behavior strengths. "Although an imperfect measure of an ad's actual impact, a high rating indicates a potentially more effective ad".

In portfolio tests, a hotel asks guests to view and/or listen to a portfolio of advertisements, taking as much time as they need. Then, guests ask to recall all the ads and their content by interviewers to indicate an ad's ability to stand out and to have its message understood and remembered.

In laboratory tests, equipment is used to measure guests' physiological reactions to an ad like heartbeat, blood pressure, pupil dilation, and perspiration.

These tests measure an ad's attention getting power, but it does nothing about its impact on beliefs, attitudes or intentions.

Hotels are also interested in post-testing the overall communication impact of a completed advertising campaign. This happens if hotel measures levels like brand awareness before the campaign, and can measure levels after campaign by drawing a random sample of guests. If a hotel hoped to increase brand awareness from (10%) to

(40%), but it really increased by (20%), then there is something wrong: the hotel may not be spending enough money, its ads are poor, or some other factors are missing.

- **Sales Effect Research:**

Effective hotel advertising should affect sales. Advertising is only one part of promotion, and promotion is only one part of total marketing mix. So, the results of advertising can't be measured by sales changes alone. In other words, there are many factors that influence sales besides hotel advertising such as price, availability and competitor's actions. If there are fewer or more controllable of these other factors, it is easier to measure advertising's effect on sales. In direct marketing situations, the sales impact is the easiest to measure, but it is the hardest to measure in brand for example. Thus, "advertising sales' effect is generally harder to measure than its communication effect" (Al-Alaq and Rababa'a, 1998, P. 386).

The hotel's share of advertising expenditures produces a share of voice that earns a share of guests' minds and hearts and finally, a share of market. There are two ways to measure sales impact by a researcher: historical data and experimental data. In historical data, a hotel involves correlating past sales to past advertising expenditures on a current or lagged basis using statistical techniques. In experimental design, a hotel spends more money in some areas and less in other areas instead of spending the normal percentage of advertising to sales in all areas. The experimental design is called high-spending tests and low-spending tests. "In general, a growing number of hotels are striving to measure the sales effect of advertising expenditures instead of settling only for communication-effect measures" (Kotler, 1994, P. 650).

According to Al-Silmi (1978, PP. 205-206), there are some guidelines to effective advertisement:

- The plan of advertisement must be designed to meet the hotel's marketing needs.
- The success of advertisement depends on the satisfaction of guest's desire, want, and need.
- Advertising and personal selling complement each other.
- There is a need for planning and preparing of advertisement.
- The measurement of advertising effectiveness is made by the improvement of marketing activity after advertisement.

- The actual return of advertisement is the changing of guest's behavior by the application of information that they win from advertisement.
- Advertisement must be continuous because the market conditions change permanently.

## **2.5 Review of Related Studies:**

The aim of this part is to review available studies to get the needed information. This part reviews Arab and foreign studies, and relevant periodicals concerning the evaluation of hotel advertising effectiveness.

After the comprehensive survey to all available resources, the researcher failed to find studies that are related to the evaluation of hotel advertising effectiveness in Palestine. Other studies were found, but they were not directly focusing on the evaluation of hotel advertising effectiveness.

### **2.5.1 Arab Studies:**

#### **2.5.1.1 Ph.D. Studies:**

##### **i. El Azab Study (1988, abstract)**

This study was conducted on the factors influencing on the efficiency of tourism marketing in developing countries with special reference to the Egyptian tourism sector. This study showed that hotels and tourism agencies did not use modern marketing activities. Also, the study showed that internal tourism audience is unknown in modern tourism marketing concepts.

##### **ii. Hussein Study (1986, abstract)**

This study was conducted on the evaluation of tourism sector efficiency in Egypt. One of the recommendations of the study was on the importance of message design. In advertising field, the study recommended that the Egyptian Ministry of Tourism must enhance efforts to increase the number of tourism programs.

##### **iii. Hussian Study (1975, abstract)**

This study was conducted on the marketing policies in tourism field. This study showed the unavailability of previous studies on the tourism marketing policies in Egypt. Marketing and promotion are two processes that public and private sectors participate in

carrying their responsibility. One recommendation of this study was to review the present marketing policies in tourism sector.

#### **2.5.1.2 Master Studies:**

##### **i. Amin Study (2001, abstract)**

This study was on the impact of marketing philosophies on decisions related to hotel products. It focused on a problem in five- and four-star hotels in Iraq. The study showed that there was a lack of interest in the modern marketing concept, as well as on the philosophy of approaching guests, means of offering them service and fulfilling their needs and wishes. Some of results of this study were as follows:

- The philosophy of sales orientation was the most applied and relied on rather than philosophies of marketing, social, and production orientation.
- The administrations of these hotels were not inclined to make decisions related to offering new products due to their different marketing concepts. That was because the hotels' administrations were weak in innovation, in addition to a weakness in material and human potentials required in this field, and a weakness in competition between hotels.

##### **ii. Al-Ugaili Study (2000, abstract)**

This study concerned itself with the impact of information media on the actual tourist demand in Iraq. The aim of this study was to know the role of information media such as newspapers, TV, conferences, and festivals in the improvement of tourist demand in Iraq. The importance of this study was in drawing attention to different means of information in the tourist field aimed at studying the psychological, social, and economic aspects of tourism.

##### **iii. Abd El-Nabi Study (1998, abstract)**

This study was conducted on the evaluation of promotional activity of the Egyptian tourism sector in the light of modern concepts of marketing. This study showed that there was a lack and failure in the practice of marketing activities by the officials in the tourism sector in Egypt in the light of modern concepts of marketing. Following are some results of this study:

- There is still a lack in marketing campaigns concerning some activities such as religious and sportive tourism.
- Advertising efforts do not perform the intended role effectively.

- There is a weak concern of advertising media and the body of public relations.
- The efforts of official tourist bodies in Egypt are inefficient so as to promote the tourist product.
- The unavailability of qualified administrative staff to perform the marketing activity in the light of modern concepts of marketing.
- Most officials (93%) consider that the competitive countries are more able than Egypt to attract tourists.

**iv. Abd El Moutaleb Study (1996, abstract)**

This study focused on the evaluation of tourist marketing strategy in Egypt. The purpose of this study was to evaluate tourist marketing strategy in Egypt at internal and external levels, and to know strengths and weaknesses of this strategy. The study showed that there was no clear strategy following scientific and practical methods that would activate tourism in Egypt. A part of this study covered opinions and attitudes of foreign and Egyptian tourists and those of people working in the Egyptian Ministry of Tourism. This part of the study showed a shortage in tourism marketing strategy in Egypt.

**v. Abed Al Nabi Study (1978, P. 278)**

This study was conducted on the marketing policy of hotels' sector. Some results of this study were as follows:

- A- HOTELS ADMINISTERED BY EGYPTIANS DO NOT EXERT ENOUGH EFFORTS IN ADVERTISING HOTEL SERVICES BECAUSE OF LOW BUDGET ALLOCATION. MOST OF THE BUDGET GOES TO INTERNAL ADVERTISING INSIDE EGYPT. SO, THIS DOES NOT GIVE THE CHANCE TO AFFECT HOTEL DEMAND. THIS STUDY SHOWS THAT THE NEWSPAPER IS THE MOST HOTEL ADVERTISING MEDIUM USED BY HOTELS RUN BY EGYPTIANS. THE STUDY ALSO SHOWS THAT THERE IS INEFFECTIVENESS OF MESSAGE FORMULATION AND IMPLEMENTATION, AND THE UNAVAILABILITY OF THE EVALUATION OF HOTEL ADVERTISING EFFECTIVENESS.
- B- Hotels administered by foreigners exert enough efforts in advertising to increase demand and to raise room occupancy rates. So, these hotels allocate big advertising budgets to advertise services inside and outside Egypt. They follow scientific and practical methods of advertising.

## **2.5.2 Foreign Studies:**

### **2.5.2.1 Ph.D. Studies:**

#### **i. Yoon Study (2000, abstract)**

This study was conducted on the pleasure trip planning behavior with implications to improved tourism promotion. According to this study, the role of promotion in tourism industry increased as competition increased. While most of the scholarly literature on tourism promotion focused on identification of media selection behaviors of pleasure travelers and the effectiveness of promotion programs using various promotion vehicles, the issue of timing of promotional messages received limited attention. Results of this study were that most promotional messages would be likely more effective if timed to appear relatively close to when a trip was expected to begin. Advertisements that appear early in the month are likely to have a greater impact than those that appear later in the month.

#### **ii. Harris Study (1994, abstract).**

This study focused on international advertising standardization: policies and practices It showed the policies of international standardization of advertising, as practised by the world's biggest advertising spending multinationals. This study focused on the respondents' policies for one of their brands in the European Community markets. The degree and type of standardization practised, the organizational processes by which it was achieved, and the rationales behind the policies adopted were examined. Thirty-nine companies were surveyed by a questionnaire and then eight companies in detail. Against expectations, this study found that over (65%) of the respondents did standardize their advertising to some degree, usually to a significant extent. Also, this study showed that the policies were heavily influenced by concern about the ability of many of the subsidiaries to produce effective advertising on their own. Thus, advertising standardization was often not an objective in its own right, rather it was the outcome of a process designed to rectify a perceived weakness in systems with decentralized responsibility.

#### **iii. Fuller Study (1994, abstract)**

This study was conducted on advertising, consumption activity and dignity: essays in new institutionalist approach to consumer behavior. This study showed that neoclassical analysis of consumer choice offered little insight into the following specific questions:

Why may different consumers perceive the same product with the same objective characteristics in a different way? Under what conditions will the introduction of a new good, consumer's purchase containing new characteristics? Why do consumers ignore some advertisements? What advertising information generates consumer goodwill? Why do many modern advertisements contain details about lifestyles of the users of the advertised goods? What are the consequences of consumer attention to advertising information being a scarce resource?

#### **2.5.2.2 Master Studies:**

##### **i. Aqtash Study (1989, PP. 170 and 171)**

This study was conducted on the influence of advertising media and opinion leaders on the buying behavior of coffee product among families in U.P. village, Quezon City in Philippine. This study found that there were three advertising media: television, magazine, and newspaper that significantly influenced the buying behavior of coffee product among the participants in the study. Another finding was that there were three variables to consider: sex, educational attainment, and occupation when coffee product is advertised through radio, television, magazine, and newspaper.

##### **ii. El-Azab Study (1983, abstract)**

This study focused on the role and importance of tourist marketing. This study adopted historical methodology. In chapter four, the study covered tourism promotion and its role and importance, its goals, and tourism promotional mix: advertising, publicity, public relations, and sales promotion.

#### **2.5.3 Periodicals:**

The following periodicals will be classified based on Kotler model, which is classified into five elements: objectives, budget, message, media, and evaluation.

##### **2.5.3.1 Articles on advertising objectives:**

The first article found on Hastings hotels-welcome to Northern Ireland: how advertising attracted golfing tourists back to the province after an absence of thirty years (Fleming, 2002, abstract). Hastings hotels wished to develop a niche market related to golf. Marketing objectives were to market Hastings hotels and the province as perfect venue for golfing holidays. Campaign objective was to generate enough enquiries to achieve 120 room nights from Ireland that take golfing holidays. The target market of Hastings

hotels was active golfers in Britain and Ireland who take golfing holidays. Some results of this article were those (187) instant enquiries of which (39) converted to bookings generating (273) room nights. This means that those hotels have delivered more money to Northern Ireland.

The second one is found on Yorkshire-Britain biggest break (Lewis, 2002, abstract). There were two phases to attract late visitors after a disastrous year caused by the foot and mouth crisis, and to give Yorkshire a high profile during peak holiday booking period. The first phase used roadshow promotions at railway stations, direct mail, Internet and other media, aimed at those familiar with the area. Second phase concentrated on audiences who respond to holiday advertising, using discount card, TV, and press. Results of this article were direct response growth to roadshows, Internet traffic, and direct mail. Significant awareness increases in TV regions. Conservative conversion rates lead to estimate that campaign has delivered extra millions to the regional economy.

The third article is based on 40 hour famine strategy (Author Unknown, 2002, abstract). This strategy was designed to encourage children to raise funds for the charity World Vision. The campaign's objective was to arrest the fall-off in individual registrations and to generate awareness and excitement. Response was substantially greater than the previous two years.

The fourth article was based on drugstore.com: a very healthy way to shop (Author Unknown, 2001, abstract). The main objective of drugstore.com was to increase brand awareness, position drugstore.com as a convenient place to buy drugstore stuff, and drive traffic to the site.

### **2.5.3.2 Articles on advertising budget:**

The first article focuses on setting the communications budget (Dyson, November 2002, abstract). This article discusses the use of models when setting advertising budgets. It describes the present sophisticated marketing teams, the improvement of data and technology. The author of this article asks how budgets are divided across a portfolio of brands' become increasingly significant. Recommendations of this article included that only experienced analysts should be used to build software and models, that results should be treated with care and that, if possible, software should be run as part of a working session.



The second article focused on how to manage the budget across a brand portfolio (Dyson, December 1999, abstract). This article offers outlines and approaches to allocating budgets across brands, media, and countries. It provides an ideal model for the planning process to help brand managers to set a realistic budget level. The success of budget setting is found to be a quasi-mathematical process at the right time, which increases the accountability of the agency.

The third article focused on how to use the budget better (White, December 1999, abstract). According to White, most companies learn too much about effective budgeting setting and allocation. The methodology to do this effective budget setting and allocation does exist, but is not applied.

The fourth article focused on how advertisers should budget. First steps on the MAX (Managing Advertising Expenditure) journey (Naples and Root, September 1998, abstract). This article describes the MAX project in the U.S.A. The primary aim of this study was to understand and improve the advertising budget process. There are two tracks of investigation: to understand how advertising managers develop and communicate advertising budgets, and quantitative study of the new developments in information sources and analysis/modeling techniques. Specific MAX related topics are briefly described under three headings:

- Advertising budgeting in context of marketing effectiveness and shareholder value.
- The gap between theory and practice in how marketing communications/ advertising budgets are established.
- How advances in market measurements and models are being used.

According to this article, MAX is a journey rather than a destination, aimed at improving the process rather than perfecting it.

Another article was written by West (1995, abstract) on advertising budgeting and sales forecasting: the timing relationship. This article examines company practice and the advertising budgeting sales forecasting timing relationship, assessing the key company and organizational variables involved. This article found that about three-quarters of companies set their budgets prior or simultaneous to their sales forecasts. But, the remaining companies set their advertising budgets after their forecast indicated that the key variables were size, product category, and functional involvement and management

process. Results of this article suggest that company size and fragmentation of the budgeting and forecasting decisions may be the most important factors in why some companies set their budgets after the forecast. The main recommendations are that larger companies should strive to link or integrate budgeting-forecasting decisions to help improve company practices in this respect.

One paper focused on how to use the budget better (White, n.d., abstract). This paper is a guide to the definitive thinking on setting budgets focusing on the task and objective approach. This paper argues that the growing pressure for better accountability, the increasing diverse range of media across which budgets are spent and the growing complexities of global business are the major influences that have placed the budgeting process under examination.

### **2.5.3.3 Articles on advertising message:**

The first article focused on a new creative revolution (McIlraith, September 2002, abstract). This article paints a depressing picture of creative agencies and claims they are intellectually bankrupt with no vision of the future. The author believes that agencies must see their role as representing the consumer, not the advertiser in the future.

The second article is based on “global agreements: a new solution to an old problem” (Lace, June 2002, abstract). This article depends on his book “paying for advertising in Europe” which discusses global agreements with emphasis being placed on methods of remuneration and payment by results. According to this article, whilst national business follows remuneration by fees, but global accounts are mainly remunerated by the commission system and slowly there is a move in the direction of payment by fees. During a successful period, agencies being paid by results, but this method can be less appealing during a downturn in sales. The author of this article believes that if local agencies followed paid by results, this can change their attitude to global agreements.

The third article focused on “media: creative, huh?” (Author Unknown, May 2002, abstract). According to this article, media have become more complex. So, the importance of strategic communications planning has increased. This article asks where creativity lies. This question means much at strategic level is at present unanswered.

Another article is entitled “beyond the bells and whistles project management tools” (Lopez, January 2002, abstract). This article describes an advertising agency

management tool that enables both client and agency to track projects and campaigns: simple and complex, local and multinational. Also, an advertising agency tool enables client and agency to determine their accountability on a continuous basis.

#### **2.5.3.4 Articles on advertising media:**

The first research was based on the challenge for magazines (Walker, November 2002, abstract). This research demonstrates that the magazine sector performed better than any other media in 2001 when compared with the previous year. This research argues that magazines should adopt a more flexible editorial policy and some editors do not understand that advertising as an integral part of readers' enjoyment. The author thinks that innovation, not research is the answer.

Another research focuses on media ink (Mandese, November 2002, abstract). According to this research, people are spending less time with ad-supported media and more with media that derives revenue primarily from consumer spending. The author predicts that if the present rate of this trend continues, ad supported media will account for a minority of time consumers within 20 years.

Another paper concentrates on efficient assignment of campaign value (Westlund & Martensson, September 2002, abstract). The authors used short message service interviews with a panel of mobile phone users in Sweden. Results of this paper were that the technique is suitable for generating daily coverage figures in a cost-effective way.

Another paper is found on media outlook 2002: radio (Munk, April 2002, abstract). This paper showed that news radio increased its audience throughout the fall of 2001.

Another article found on re-thinking press media: alternative or partner (Author Unknown, March 2002, abstract). According to this article, newspapers are slowly falling, but magazines are growing substantially. Much of this dynamism comes from the proliferation of titles, and a magazine shares of advertising spends are slowing signs of growth. There is growing evidence that combinations of media in campaigns are more effective than using a single medium.

Another research concerns itself with focus of confidence: your daily newspaper (Sharman, November 2001, abstract). Consumer's biggest problems are vastness of choice, not price. Trust in the press? Newspapers as corporations and governments face the same trust issues. According to the Henley Centre, in 1983, (32%) of the population

had confidence in the press. But, this percentage of confidence declined to reach only (7%) in 1999. Though advertisers and media planners are ready to believe in the strength of the reader/newspaper relationship, they have doubts about believing if it can be used for their own ends and they worry that newspapers are too political.

Another paper focus on the Internet-Magazine media mix (Author Unknown, November 2001, abstract). The purpose of this paper was to determine the optimal contribution of national magazines and local web media required to meet local sales goals for a selected marketer in a given media planning situation. Advertising clutter and ad cost escalation are having on the effectiveness of print advertising in the U.S

Another research focused on radio sells (Domke & Wild, June 2001, abstract). The analysis tool of this research is capable of providing a detailed evaluation of the effectiveness of a radio campaign, based on the parameters of spot effectiveness, insertion effectiveness and campaign effectiveness. This research shows that influence factors in radio campaigns are broadly comparable with those at work in TV campaigns.

Another paper focuses on TV press (Charton & Fagot, January 2001, abstract). This paper said that the traditional valuation of print is natural because it is valued for its long-term effects on image and awareness building. This paper showed that how data can be used to measure short-term effects on sales for fast moving consumer goods.

Another article focuses (Phillips, September 2000, abstract) on how to evaluate integrated campaigns. This article concentrated on three main types: the classic, using one medium to deliver more than one message; the pincer, using different media to reinforce one broad message; the full-on, using different media to deliver a range of messages. This article was measured response to IMC campaigns under four headings:

- Media issues: there is a summary list of key points which describe each medium, and which should be remembered when evaluating the relative contribution of media.
- Rules for setting up tests: there are simple and limited rules for setting up an evaluative framework. The main rules are: adequate bases and time, clear objectives and response mechanics for each medium, accepting that live evaluation is not always possible. Some problems with specific media are mentioned.
- Awareness of multiplier effects.

- Brand maximiser effects: this brand maximiser effects are probably more important. It can be enhanced by multiple media, multiple executions and/or messages, etc.

According to Information Centre (February 2000, abstract), advertisements are messages intended to inform or influence the people who receive them. If there is no one to receive the message, there is no point in sending it. The media make it possible for the advertiser to reach the whole population or any part of it, from large groups to small ones. One of the skills that go into successful advertising is finding the right mix of media for the advertiser's purpose. For example, the main media for advertising are the press and television in Britain. In the U.S.A., radio is the most important advertising medium. In India, the cinema is important for advertisers because there are few TV sets but millions go to see films each week.

Another paper was conducted by Bennett & Paskowitz (June 1999, abstract) on a test of media effectiveness for Imperial Magazine. This paper describes the use of radio and television as an advertising medium and the resulting affect on sales. They found that there was no difference in sales in markets where equal weights of radio and television advertising were used. But, there is a statistically significant higher volume of sales resulted when radio advertising ran at (50%) higher weight levels than television.

Another paper focused on how campaign tracking studies and econometric modeling can undervalue advertising benefits (Smith, 1999, abstract). This paper argues that much current campaign tracking and econometric modeling is systematically undervaluing good agency planning practice and the potential of media advertising. This paper concentrated on basic design weaknesses and on average achievement. According to this paper, in contrast to other marketing input such as price and place, advertising is complex and multi-faceted. So, it is unreasonable to expect that it is possible to represent the advertising input adequately with a single expenditure or gross rating points figure. This paper also indicated the necessary cooperation between advertisers, agencies and media owners.

Another article focused on media view: newspaper myth busting (Watson, fall 1998, abstract). In 21<sup>st</sup> century, the newspaper industry is working to transform into an even more powerful, versatile, cost effective and advertiser friendly medium. A national newspaper is different from a regional or local newspaper.

Another article was on new media interactive advertising versus traditional marketing (Avery & others, July/August 1998, abstract). This article compares interactive advertising with traditional modes of advertising. Despite the fact that new advertising modes have enormous potential, they need to demonstrate effectiveness in consumer engagement and persuasion.

Another article focused on how advertising in magazines is different, or, how to tap into the power of magazines (Cooke, November 1997, abstract). This article discusses why successful replicating of the positive results year on year. The author suddenly found brands practicing synergy, with sufficient advertising support that were losing market share. According to this article, this phenomenon led to new insights into the way print advertising works, not least of which was that frequency was probably more important than reach or size in determining advertising effectiveness.

Another article focused on effective radio advertising and an analysis of factors influencing effectiveness (Brennecke, July 1997, abstract). According to this article, there is very little research available on the impact of radio advertising and how to influence it, despite the growing importance of radio as an advertising medium in the Netherlands. Factors in this article were length of the spot, length of the advertising block it is aired in, the position within the block and the likeability of the spot. Results of this article indicated that the length of the block and block position influence impact: the longer the block, the lower the impact of each individual spot - except when aired first in a block, which is the ultimate goal when trying to insure impact. Also, spot length had some influence on impact. There is significantly higher impact when spots longer than forty seconds were scored. Finally, this article found that there was an integration effect between spot length and likeability.

Another paper focused on how to measure the impact of radio commercials (Rooijen & Others, July 1995, abstract). This paper combines a communication model with digital technology for integrating actual radio commercials in telephone interviews.

Another article focused on effectiveness of newspaper advertising (Petric & Noort, abstract). "In 1992 Cebuco, the marketing and research organizations of the Dutch newspapers, invited (7) large non-newspaper advertisers to undertake experimental newspaper advertising to test the medium".

### **2.5.3.5 Articles on advertising evaluation:**

One article focused on what we think we're measuring (Cramphorn, March 2002, abstract). This article suggests that most ad testing systems focus mainly on advertising and neglects the real objective of advertising research to find out advertising's effect on the brand. According to Cramphorn, there are three pieces of knowledge that govern how communication works and how it is measured: implicit, or explicit; emotions dominate reason; recognition, not recall.

The second article is based on how to tell if your advertising is working (Pincott, January 2001, abstract). This article discusses factors that can influence return of investment: short and long term sales effects, intermediate variables, what a brand can achieve depends on where it starts from: new, developed, established etc: criteria for success need to be tailored accordingly. But, this article pointed out that there are four factors consistently needed to deliver effective advertising: impact, communication, media choice and targeting, and brand elasticity. The more explicit the advertising model, the better the chance of assessing effectiveness: objectives must be realistic, and more than just short term.

The third article found on the sales effect of print (Weser, January 2001, abstract). The main question of this article was "How does magazine advertising affect sales of the advertised product?" The author tests mixed media campaigns of television and magazines. This test proved that magazine advertising has a direct effect on sales and also a delayed action.

The fourth article focused on the advertising effectiveness initiative (White, June 2000, abstract). This initiative represents a real opportunity for the advertising industry to establish a research body that can address central questions that have demanded comprehensive answers since the first ads appeared. It is in the interest of everyone involved in advertising to demonstrate advertising's effectiveness.

One paper focused on demonstrating the longer-term effects of advertising (McDonald, abstract). This paper argues that brand advertising must have a long-term effect if it is to be profitable and therefore accountable as an investment, but concedes that long term effects –unlike short-term ones- are hard to distinguish from other factors.

## **2.6 Conclusion:**

Although the Palestinian National Authority has had sovereignty over important tourist sites in many cities in the West Bank and Gaza Strip, Israel is still using these tourist sites for the advantage of its economy in total disregard of the Palestinian economy.

Development of the Palestinian tourist sector is connected with the progress in the peace process. Thus, if stable conditions exist to create a Palestinian state, these same conditions may help to bring about a national strategy for tourism to enhance the Palestinian tourism sector; which will take its right place to contribute towards the Palestinian GNP.

As many countries move increasingly toward a service economy, marketers need to know more about service marketing. There are four unique major characteristics of services that called 4-I's: intangibility, inconsistency, inseparability, and inventory. Each characteristic poses problems and requires strategies. The hotel marketing concept rests on four main pillars: target market, guest needs, coordinated marketing, and profitability.

Hotel life cycle has four stages: introduction, growth, maturity, and decline. The hotel marketing mix is the set of hotel marketing strategies: promotion, product, price, and place. Many authors add packaging and people to become 6-P's.

Hotel advertising plays an important role in building awareness and providing information to guests about hotel services and goods. The determination of objectives and goals is the first step in hotel advertising. Setting the size of hotel advertising budget can be done by percentage of sales method, share of market/share of voice method, objective and task method, affordable method, and other methods.

Also, there is a need to develop appropriate themes and campaign materials. Advertising agencies are often employed to help with this work. The next step is choosing appropriate media. Finally, there is a need to evaluate the effects of advertising expenditures and integrate them with promotional activities.

The researcher reviewed the Arab and foreign studies that are related to the evaluation of hotel advertising effectiveness. Also, the researcher reviewed the relevant periodicals. It is very clear from the Arab literature that Arab countries do not have the same interest in hotel advertising effectiveness as it is the case in foreign countries.



**CHAPTER THREE**  
**RESEARCH DESIGN AND METHODOLOGY**

**3.1 Introduction:**

This chapter describes the method used in this study, the respondents of the study, information about hotels, personal information of hotel management respondents, personal information of guest respondents, research instrument, procedures of data gathering, and statistical treatment of data.

**3.2 Method of Study:**

The researcher depended on the descriptive approach in this study, which is the most logical and appropriate approach to describe the current situation and answer pertinent questions on the evaluation of hotel advertising effectiveness in the Gaza Strip.

**3.3 Part One: Information about Hotels:**

The respondents from these hotels were from management ranks involved with hotel advertising. They consisted of owners/managers of hotels, general managers, public relation managers, and others who are involved in the decisions-making process; and those who plan, design, execute, and evaluate hotel advertising effectiveness.

**Table 5**

Distributed and Retrieved Questionnaires and Percentage Retrieval of Questionnaires  
from Hotel Managements in the Gaza Strip

<b>Hotel Name</b>	<b>Distributed</b>	<b>Retrieved</b>	<b>Percentage</b>
Marna House	1	1	100
Palestine	1	1	100
Adam	1	1	100
Cliff	1	1	100
Al Quds International	1	1	100
Beach	1	1	100
Zahrat-Al-Madayen Resort	1	1	100
Al-Deera	1	1	100

<b>Hotel Name</b>	<b>Distributed</b>	<b>Retrieved</b>	<b>Percentage</b>
Commodore Gaza	1	1	100
Sea Breeze	1	1	100
Gaza International	1	1	100
Al-Zahra	1	1	100
Al-Hilal (Amal City)	1	1	100
Al-Hilal (Noor City)	1	1	100
Al-Amal	1	0	0
<b>Total</b>	<b>15</b>	<b>14</b>	<b>95.33</b>

While most hotels approached answered the questionnaire distributed, Al-Amal hotel failed to cooperate with the researcher as shown in table 5.

According to (85.7%) of respondents of hotel managements, there is no marketing department or marketing manager in the hotel, while (14.3%) of them said “yes” (Abedel Hamid; Abu Habil; Abu Hasira; Abu Hatab; Abu Hwadi; El-Helo; El-Khalayni; El-Safadi; El-Shaikh; El-Shawa; Korym; Madi; Soboh; Temraz: Interviews, 2003).

**Table 6**

Establishment Year of Hotels in the Gaza Strip

<b>Year</b>	<b>Frequency</b>	<b>Percentage</b>
1946	1	7.1
1967	1	7.1
1990	1	7.1
1994	1	7.1
1996	3	21.4
1997	1	7.1
1998	1	7.1
2000	4	28.6
2001	1	7.1
<b>Total</b>	<b>14</b>	<b>100</b>

It is observed from the above table that (28.6%) of hotels were established in 2000, while (21.4%) of them were established in 1996. The researcher noticed that the hotel establishment in the Gaza Strip is very recent. This result enhances the literature (Part One: Tourism in Palestine – chapter two) that Israeli occupation to the Palestinian territories affected negatively the hotel industry. However, this hotel industry has seen substantial improvement after the establishment of Palestinian National Authority.

**Table 7**

Number of workers before and after Al Aqsa Intifada in the Gaza Strip

Interval	Before		After	
	Frequency	Percentage	Frequency	Percentage
1-5 workers	0	0	6	42.9
6-10 workers	2	14.3	2	14.3
11-15 workers	3	21.4	1	7.1
16-20 workers	1	7.1	1	7.1
21 and Above	7	50	4	28.6
Missing	1	7.1	0	0
<b>Total</b>	<b>14</b>	<b>100</b>	<b>14</b>	<b>100</b>

As shown in table 7, (50%) of the respondents said that there were (21) workers and above before Al Aqsa Intifada, (21.4%) said that there were (11-15) workers, (14.3%) said that there were (6-10) workers, while (7.1%) informed that there were (16-20) workers. In contrast, (42.9%) of the respondents said that there were (1-5) workers after Al Aqsa Intifada. (28.6%) said that there were (21) workers and above, (14.3%) reported that there were (6-10) workers, (7.1%) affirmed that there were (11-15) workers, while the remaining (7.1%) informed that there were (16-20) workers. From the above figures, it could be easily concluded that Al Aqsa Intifada and its consequences have affected the hotel industry negatively and reduced the functionality of this industry in the economic life of the Gaza Strip. This result enhances the literature that the number of workers decreased from (2398) in 2000 to (1201) in 2002 as shown in the number of workers in Part One: Tourism in Palestine – chapter two.

**Table 8**

Monthly hotels' sales before and after Al Aqsa Intifada in the Gaza Strip

Interval	Before		After	
	Frequency	Percentage	Frequency	Percentage
Lower than \$20000	3	21.4	11	78.6
\$20000-\$40000	4	28.6	2	14.3
\$41000-\$60000	2	14.3	1	7.1
\$61000-\$80000	0	0	0	0
\$81000 and above	2	14.3	0	0
Missing system	3	21.4	0	0
<b>Total</b>	<b>14</b>	<b>100</b>	<b>14</b>	<b>100</b>

According to table 8, (28.6%) of the respondents said that their monthly hotel sales were between (\$20000) and (\$40000) before Al Aqsa Intifada, while (21.4%) said that their sales were lower than (\$20000), (14.3%) informed that the figure was between (\$41000) and (\$60000), and another (14.3%) reported that it was (\$81000) and above. In contrast, the great majority of respondents (78.6%) said that the monthly hotel sales were lower than (\$20000) after Al Aqsa Intifada, while (14.3%) said that the figure was between (\$20000) and (\$40000), and (7.1%) said that it was between (\$41000) and (\$60000).

The previous analysis shows that the monthly hotels' sales before Al Aqsa Intifada were better than they were after Al Aqsa Intifada. This is a natural result as Al Aqsa Intifada has affected the hotel industry negatively and reduced the functionality of the industry in the economic life of the Gaza Strip as shown in Part One: Tourism in Palestine – chapter two.

### **3.4 Part Two: Profile of hotel management respondents:**

As it can be seen in table 9, the most common position is others (42.9%). All the “others” respondents were administrative managers (probably administrative employees). Then, (28.6%) of the respondents were owners/managers. Then, (14.3%) were general managers, while (7.1%) marketing managers, and (7.1%) public relations managers.

**Table 9**

Positions held by the respondents in the Gaza Strip

Title	Frequency	Percentage
Owner/manager	4	28.6
General manager	2	14.3
Marketing manager	1	7.1
Public relation manager	1	7.1
Others	6	42.9
<b>Total</b>	<b>14</b>	<b>100</b>

**Table 10**

Number of years spent in the present position, Gaza Strip

Title	Frequency	Percentage
Less than 2 years	1	7.1
2-3 years	4	28.6
4-5 years	1	7.1
Above 5 years	8	57.1
<b>Total</b>	<b>14</b>	<b>100</b>

**In table 10, the great majority of respondents (57.1%) said that the number of years in their position was above (5) years but less than (8) years. (28.6%) of them said that they have been in their positions from (2 to 3) years, (7.1%) for less than (2) years, and another (7.1%) from (4 to 5) years.**

As shown in table 11, (28.6%) of the respondents have work experience of (6 to 10) years, (21.4%) of them have work experience from (1 to 5) years, and the same percentage of respondents with work experience from (11 to 15) years. (14.3%) of the respondents have work experience for a period of (16 to 20) years, while another (14.3%) of them have more than (21) years of work experience.

As shown in tables 10 and 11, the work experience of respondents is rather short. This can be taken to mean that there is a lack of interest in work experience. The lower work experience, the higher turnover rate. This means that this situation is not healthy as it

leads to increasing costs and low productivity. So, the number of years (work experience) is not one of the major criteria to be involved in hotel advertising.

**Table 11**  
Respondents' Work Experience, Gaza Strip

Interval	Frequency	Percentage
1-5 years	3	21.4
6-10 years	4	28.6
11-15 years	3	21.4
16-20 years	2	14.3
21 years and above	2	14.3
<b>Total</b>	<b>14</b>	<b>100</b>

**Table 12**  
Age of the respondents, Gaza Strip

Interval	Frequency	Percentage
21-30 years	3	21.4
31-40 years	7	50
41-50 years	2	14.3
51-60 years	1	7.1
61 years and above	1	7.1
<b>Total</b>	<b>14</b>	<b>100</b>

From the above table, it can be noticed that ages ranging from (31 to 40) years were dominant characteristics of the respondents, as they constituted (50%) of the respondents. Ages ranging from (21 to 30) constituted (21.4%) of respondents, ages ranging from (41 to 50) constituted (14.3%), finally, (7.1%) of the respondents have ages between (51-60) years, and another (7.1%) of them are (61) years and above.

From the above analysis it can be inferred that hotel managements prefer younger managers because most of hotels can be considered as family businesses run not only for profit but also for employment of family members, relatives and sometimes friends. This could be attributed to the relatively recent establishment of hotels (as most of them were established after the taking over of the Palestinian National Authority in 1994) in

the Gaza Strip as shown in table 6. This result enhances the result of table 11 that the work experience is not one of the major criteria to be involved in hotel advertising.

**Table 13**

Distribution of respondents by gender, Gaza Strip

<b>Title</b>	<b>Frequency</b>	<b>Percentage</b>
Male	13	92.9
Female	1	7.1
<b>Total</b>	<b>14</b>	<b>100</b>

Male gender accounted for 92.9% of respondents, while female gender constituted (7.1%) of respondents. From the above table it can be clearly noticed that the responsibility of hotel advertising is dominated by male employees because the nature of hotel work may prove unsuitable for women according to the prevailing religion and culture of the people, as hotel work includes day and night shifts, in addition, to being hard and strenuous work, not preferred form women in the Arab Moslem culture.

**Table 14**

The distribution of respondents by education, Gaza Strip

<b>Title</b>	<b>Frequency</b>	<b>Percentage</b>
High school or lower	2	14.3
Diploma	2	14.3
Bachelor	9	64.3
Master	1	7.1
Ph.D.	0	0
<b>Total</b>	<b>14</b>	<b>100</b>

As shown in table 14, the great majority of respondents (64.3%) were bachelor degree holders, but the major of bachelor degree was different from one respondent to another. Respondents with high school or lower accounted for (14.3%), and another (14.3%) of them were diploma holders. Finally, (7.1%) of the respondents were postgraduates with a master degree.

The previous analysis implies that higher education is not a prerequisite for involvement in hotel advertising. This is can be attributed to the high percentage of unemployment in

the Palestinian territories, where university graduates may look for any work opportunities, sometimes in fields completely different from their own major.

### 3.5 Part Three: Profile of the Guest Respondents:

**Table 15**

Distribution of Guest Respondents by Age, Gaza Strip

Interval	Frequency	Percentage
21-30 years	14	23.3
31-40 years	26	43.3
41-50 years	10	16.7
51-60 years	6	10
61 years and above	4	6.7
<b>Total</b>	<b>60</b>	<b>100</b>

**As shown in the table above, ages ranging from (31 to 40) years accounted for (43.3%) of the respondents. Ages ranging from (21 to 30) years constituted (23.3%) of respondents. Ages ranging from (41 to 50) years represented (16.7%) of respondents, while (10%) of the respondents were between (51-60) years. Finally, (6.7%) of the respondents were 61 years of age and more.**

The previous analysis implies that younger guests tend to visit the Gaza Strip more than older ones. This could be attributed to the purpose of visit that shows that the great majority of respondents were journalists because during the time when the questionnaire was conducted there was a kind of improvement in the political situation after the formation of Abu Mazen's government (as shown in the analysis of table 19). Also, it could be attributed to the season in which respondents prefer to visit the Gaza Strip. It can be noticed that the great majority of the respondents prefer to visit the Gaza Strip when it is necessary (as shown in the analysis of table 20).



**Table 16**

Distribution of Guest Respondents by Gender, Gaza Strip

Title	Frequency	Percentage
Male	53	88.3
Female	7	11.7
<b>Total</b>	<b>60</b>	<b>100</b>

As it can be noticed from table 16, (88.3%) of the respondents were males, while (11.7%) of them were females. The analysis implies that more male guests visit the Gaza Strip than female. It could be attributed to the purpose of visit and the season in which respondents prefer to visit the Gaza Strip as shown in the analysis of tables 19 and 20.

**Table 17**

Distribution of Guest Respondents according to Education Level, Gaza Strip

Title	Frequency	Percentage
High school or lower	5	8.3
Diploma	6	10
Bachelor	26	43.3
Master	15	25
Ph.D.	8	13.3
Total	60	100

According to table 17, many respondents (43.3%) were bachelor degree holders. Respondents among the guests with master degrees accounted for (25%), while (13.3%) of respondents were Ph.D. holders. Another (10%) of them had a diploma degree, while the remaining (8.3%) of respondents were graduates of high school or lower.

The analysis implies that most of the respondents have higher education. It could be attributed to the purpose of visit and the season in which guests prefer to visit the Gaza Strip as shown in the analysis of tables 19 and 20.

**As table 18 shows, (43.3%) of respondents visited the Gaza Strip five times and more, while (28.3%) of them visited the**

**Gaza Strip one time. Some (13.3%) of them visited the Gaza Strip two times, another (8.3%) three times, and the remaining (6.7%) four times.**

**Table 18**

Number of Guests' visits to the Gaza Strip

<b>Number of Times</b>	<b>Frequency</b>	<b>Percentage</b>
One time	17	28.3
Two times	8	13.3
Three times	5	8.3
Four times	4	6.7
Five times and more	26	43.3
<b>Total</b>	<b>60</b>	<b>100</b>

**Table 19**

Purpose of visit, Gaza Strip

<b>Valid</b>	<b>Frequency</b>	<b>Percentage</b>
Recreational tourism	1	1.7
Religious tourism	1	1.7
Cultural tourism	2	3.3
Conference tourism	0	0
Medical tourism	3	5
Business tourism	48	80
Others, please specify?	5	8.3
<b>Total</b>	<b>60</b>	<b>100</b>

According to table 19, the great majority of respondents (80%) indicated that the purpose of visit was business tourism, (8.3%) of them others, (5%) of them for medical tourism, (3.3%) cultural tourism, (1.7%) of them for religious tourism, and (1.7%) of them for recreational tourism.

It can be easily noticed that the majority of the guests came for business purposes. This high percentage may be attributed to the fact that most guests in hotels were journalists because at that time there was a kind of improvement in the political situation after the

formation of Abu Mazen's government. The other kinds of tourism have a lower share in the table. Thus, it is recommended that hotel managements concentrate their advertising campaigns to promote those kinds of tourism in order to encourage more guests to visit the Gaza Strip.

**Table 20**

The season during which respondents prefer to visit the Gaza Strip

Valid	Frequency	Percentage
Winter	5	8.3
Summer	5	8.3
Spring	11	18.3
Autumn	1	1.7
When it is necessary	38	63.3
<b>Total</b>	<b>60</b>	<b>100</b>

**As shown in table 20, the great majority of the respondents (63.3%) prefer to visit the Gaza Strip when it is necessary, (18.3%) prefer spring, (8.3%) prefer winter, (8.3%) prefer summer, and (1.7%) prefer autumn.**

The previous analysis implies that the great majority of the respondents prefer to visit the Gaza Strip when it is necessary and this is related to the analysis of table 19. So, hotel management must target much of their advertising to describing the seasons in the Gaza Strip.

**Table 21**

Accommodation guests prefer, Gaza Strip

Valid	Frequency	Percentage
One star	1	1.7
Two star	3	5
Three star	4	6.7
Four star	28	46.7
Others, please specify?	24	40
<b>Total</b>	<b>60</b>	<b>100</b>

As shown in table 21, a big percentage of the respondents (46.7%) prefer to stay in four-star hotels during their visit to the Gaza Strip, (40%) of them said others, (6.7%) of them said three star, (5%) of them said two star, and (1.7%) of them said one star.

The analysis implies that the great majority of the respondents generally prefer to stay in hotel ranking four star and above during their visit to the Gaza Strip. This related to the nature of visit and the fact that most of them were journalists and their employers paid for hotels. As shown in table 21, most guest respondents chose 4 star or more hotels to stay in, but due to the fact that hotels in the Gaza Strip are only 3 star or less, and because there are no other available options, these guests are obliged to stay in these hotels. In the light of this information, the construction of four-star hotels and higher is advisable in order to meet the needs of the guests and to offer them better and varied services.

### **3.6 Research Instruments:**

The instruments of research used in this study were as follows:

#### **3.6.1 The Survey Questionnaires:**

The researcher depended on secondary data published in books, journals, and magazines. As there is not much data on hotel advertising in the Gaza Strip published to the best of the researcher's knowledge, two questionnaires were designed and used for collecting primary data and clarifying the point of the research in the Gaza Strip hotels and guests.

The first questionnaire was designed for all the Gaza Strip hotel managements and the second was designed for a random sample of guests. The questionnaire of hotel managements contained seven parts. The first part contained questions on information of hotels such as hotel's name, establishment year, the number of workers before and after Al Aqsa Intifada, and the monthly hotel's sales before and after Al Aqsa Intifada. The second part concentrated on personal information such as positions held by the respondents, work experience, age profile, gender, marital status, and educational attainment. The third part inquired about hotel advertising objectives. The fourth part dealt with hotel advertising budget allocation. The fifth part inquired about hotel advertising message. The sixth part concentrated on hotel advertising media. The final part contained questions on hotel advertising evaluation. The second questionnaire of

guests contained three parts. The first part contained questions on personal details such as nationality, age, gender, educational attainment, and the purpose of visit. The second part concentrated on hotel advertising message. The third part inquired about hotel advertising media.

### **3.6.2 Validation of Questionnaires:**

The researcher used two questionnaires designed to study the evaluation of hotel advertising effectiveness in the Gaza Strip. The questionnaires were reviewed and evaluated by people specialized and interested in field of hotel management and advertising to guarantee the questionnaires' efficiency, validity, reliability, and to clarify any ambiguity in the questions. The validation group included Dr. Majed El Farra, Dr. Sami Abu Ross, and Dr. Bashir Rayyes. Moreover, the researcher pre-validated and pre-tested the two questionnaires to find out the appropriateness of the questions asked. The hotels where the piloting of the questionnaires took place were Marna House, Palestine, Al-Deera.

### **3.6.3 Structured Interviews:**

In structured interviews, the questions and expected responses are specified in advance and the responses are rated for appropriateness of content. So, structure means enhancing the interviews by taking steps that increase the standardization of the interview or otherwise assist the interviewer in determining what questions to ask and/or how to evaluate responses. Structured interviews were conducted with some persons of interest in the field of the evaluation of hotel advertising effectiveness (see Appendix C).

## **3.7 Statistical Treatment:**

**The researcher used a composite of statistical tools to treat the data in this study. He used the following statistical techniques to make the interpretation of the data more valid and meaningful:**

### **1- Mean:**

The mean is a central tendency measure representing the arithmetic average of a set of observations. The mean is equal to the sum of values of all observations divided by the number of elements in the sample (Al Refaai, 1998, PP. 247 - 248).

The researcher gave values of how much agreement or disagreement with questionnaire items as related to hotel managements and guests as shown in the following table.

Table 22

The Likert scale model in answering the two questionnaires

Weight	Descriptive interpretations
5	Strongly agree
4	Agree
3	No opinion
2	Disagree
1	Strongly disagree

**The means were interpreted as follows:**

- The interpretation is “agree” when the mean is equal to or more than 3.5.
- The interpretation is “disagree” when the mean is less than 3.5.

In “yes” or “no” question, the values are given as follows:

Yes = 1

No = 0

**2- Correlation Analysis:**

Correlation analysis is a technique used to determine the degree to which one variable is linearly related to another. Statisticians have developed the following two measures for describing the correlation between two variables:

**A- COEFFICIENT OF DETERMINATION:**

COEFFICIENT OF DETERMINATION IS A MEASURE OF THE PROPORTION OF VARIATION IN Y, THE DEPENDENT VARIABLE, THAT IS EXPLAINED BY THE REGRESSION LINE; I.E., BY Y’S RELATIONSHIP WITH THE INDEPENDENT VARIABLE (LEVIN, 1984, PP. 518-525).

**B- Correlation Coefficient:**

Correlation coefficient is the square root of the coefficient of determination. Its sign indicates the direction of the relationship between two variables, positive or negative (Al Refaai, 1998, PP. 275-277).

### 3- **Kolmogorov-Smirnov Test:**

This test is the first step in hypotheses testing. It used to test if the data gathered follows normal distribution or not. According to most parametric tests, the data should be of normal distribution.

### 4- **Parametric Tests:**

These are statistical techniques that make restrictive assumptions about the shape of a population distribution when performing a hypothesis test. In other words, it is important to know the kind of probability distribution in these tests. The researcher used many parametric tests as follows:

- A- PEARSON CORRELATION TEST: IT IS USED IN CASE OF QUANTITATIVE DATA.
- B- F-Test: it is used to know if the averages of parts of means are equal or not.
- C- ONE WAY ANOVA: IT IS USED TO KNOW IF THE AVERAGES OF PARTS OF MEANS ARE EQUAL OR NOT.
- D- Tukey Test and Bonferroni Test: the two tests describe the different averages between parts to support F-test results and one way ANOVA results.
- E- INDEPENDENT SAMPLES TEST: IT IS USED TO KNOW IF THERE IS A DIFFERENCE OR NOT BETWEEN TWO INDEPENDENT SAMPLES.
- F- T-Test: it is used to know if there is a difference or not between the averages of hotel management opinions and guest opinions.
- G- ONE SAMPLE TEST: IT IS USED TO TEST HYPOTHESES. ALSO, THIS TEST USED TO KNOW THE INTERPRETATION OF MEAN OF EACH QUESTION (AGREE OR DISAGREE). IF "T" IS POSITIVE, THE INTERPRETATION IS "AGREE". IF "T" IS NEGATIVE, THE INTERPRETATION IS "DISAGREE".

### 5- **NON-PARAMETRIC TESTS:**

THESE ARE STATISTICAL TECHNIQUES THAT DO NOT MAKE RESTRICTIVE ASSUMPTIONS ABOUT THE SHAPE OF A POPULATION DISTRIBUTION WHEN PERFORMING A HYPOTHESIS TEST. THE RESEARCHER USED MANY NON-PARAMETRIC TESTS AS FOLLOWS:

- A- Spearman's rho Test: it is used in case of qualitative data.
- B- KRUSKAL-WALLIS TEST: IT IS USED TO KNOW IF THE AVERAGES OF PARTS OF MEANS ARE EQUAL OR NOT LIKE F-TEST AND ONE-WAY ANOVA.
- C- Mann-Whitney Test: this test is used to determine whether two independent samples have been drawn from populations with the same distribution.
- D- BINOMIAL TEST: IT USED TO TEST HYPOTHESES.

**CHAPTER FOUR**  
**EMPIRICAL ANALYSIS AND HYPOTHESES TESTING**

**4.1 INTRODUCTION:**

THIS CHAPTER PRESENTS THE ANALYSIS AND INTERPRETATIONS OF THE DATA GATHERED BY THE RESEARCHER CONCERNING THE EVALUATION OF HOTEL ADVERTISING EFFECTIVENESS IN THE GAZA STRIP. THE DATA WHICH WAS OBTAINED THROUGH THE TWO QUESTIONNAIRES DESIGNED BY THE RESEARCHER WAS INVOLVED THE FOLLOWING HOTELS: MARNA HOUSE, PALESTINE, ADAM, CLIFF, AL QUEDS INTERNATIONAL, BEACH, ZHRAT-AL-MADAYEN RESORT, AL-DEERA, COMMODORE GAZA, SEA BREEZE, GAZA INTERNATIONAL, AL-ZAHRA, AL-HILAL (AMAL CITY), AND AL-HILAL (NOOR CITY). THEN, THIS CHAPTER OFFERS A STATISTICAL TREATMENT OF THIS DATA. IN ADDITION, IT OUTLINES A TEST OF THE STUDY HYPOTHESES.

**4.2 DOES THE DATA GATHERED FROM THE TWO QUESTIONNAIRES FOLLOW NORMAL DISTRIBUTION?**

ACCORDING TO ONE-SAMPLE KOLMOGOROV-SMIRNOV TEST OF THE QUESTIONNAIRE RELATED TO HOTEL MANAGERMENTS, THE DATA GATHERED FOLLOWS THE NORMAL DISTRIBUTION BECAUSE THE ASYMP. SIG. (2-TAILED) IS MORE THAN (5%) IN ALL PARTS, AS SHOWN IN TABLE 23. SO, THE RESEARCHER USED PARAMETRIC TESTS.

TABLE 23

ONE-SAMPLE KOLMOGOROV-SMIRNOV TEST OF THE DATA GATHERED FROM HOTEL  
MANAGEMENT RESPONDENTS

ITEM	ASYMP. SIG. (2-TAILED)
HOTEL ADVERTISING OBJECTIVES	.404
ALLOCATION OF HOTEL ADVERTISING BUDGET	.847
HOTEL ADVERTISING MESSAGE FORMULATION	.788
HOTEL ADVERTISING MEDIA	.997
EVALUATION OF HOTEL ADVERTISING	.308
THE AVERAGE OF THE PREVIOUS FIVE PARTS	.768



IN THE QUESTIONNAIRE RELATED TO THE GUESTS, THE DATA GATHERED IS DOES NOT FOLLOW THE NORMAL DISTRIBUTION BECAUSE ASYMP. SIG. (2-TAILED) IS LESS THAN (5%) AS SHOWN IN TABLE 24. THUS, THE RESEARCHER USED NON-PARAMETRIC TESTS.

TABLE 24  
ONE-SAMPLE KOLMOGOROV-SMIRNOV TEST OF THE DATA GATHERED FROM GUEST RESPONDENTS

ITEM	ASYMP. SIG. (2-TAILED)
HOTEL ADVERTISING MESSAGE FORMULATION	.005
HOTEL ADVERTISING MEDIA	.006
THE AVERAGE OF THE PREVIOUS TWO PARTS	.018

#### 4.3 HYPOTHESES TESTING:

**FIRST HYPOTHESIS: IT IS EXPECTED THAT LACK OF SETTING ADVERTISING OBJECTIVES WILL CONTRIBUTE TO INEFFECTIVENESS OF HOTEL ADVERTISING.**

TABLE 25 SHOWS THE LEVEL OF HOTEL ADVERTISING OBJECTIVES EFFECTIVENESS IN THE GAZA STRIP.

TABLE 25  
THE LEVEL OF HOTEL ADVERTISING OBJECTIVE EFFECTIVENESS IN THE GAZA STRIP FROM HOTEL MANAGEMENT POINT OF VIEW, GAZA STRIP.

ITEMS	STRONGLY AGREE	AGREE	DISAGREE	STRONGLY DISAGREE	THE MEAN	INTERPRETATION
HOTEL MANAGEMENT PUTS PREDETERMINED SPECIFIC ADVERTISING OBJECTIVES.	14.3	14.3	71.4		2.714	DISAGREE
HOTEL MANAGEMENT TURNS ADVERTISING OBJECTIVES INTO SPECIFIC MEASURABLE GOALS.		21.4	71.4	7.1	2.643	DISAGREE
THE AIM OF HOTEL ADVERTISING OBJECTIVE IS TO INFORM, PERSUADE, AND REMIND.		7.1	57.1	35.7	1.786	DISAGREE
SPECIALISTS TAKE PART IN MAKING IMPORTANT DECISIONS REGARDING MARKETING POLICIES OF THE HOTEL.	7.1	21.4	71.4		2.643	DISAGREE
HOTEL MANAGEMENT TAKES INTO CONSIDERATION TARGET MARKET AND MARKETING MIX.	7.1	14.3	57.1	21.3	2.286	DISAGREE
TOTAL MEAN OF ADVERTISING OBJECTIVES.	<b>2.4143</b>					
INTERPRETATION OF TOTAL MEAN OF OBJECTIVES	<b>DISAGREE</b>					

In table 25, the great majority of the respondents of hotel managements (71.4%) disagreed that hotel management puts predetermined specific advertising objectives, while (28.6%) of them agreed.

In addition, the mean value is equal to (2.71), which reveals that the majority “disagree” that hotel management puts predetermined specific advertising objectives. Table 26 enhances the previous result. It presents the main hotel advertising objectives, which the hotel management aims to achieve in the Gaza Strip.

TABLE 26

THE MAIN HOTEL ADVERTISING OBJECTIVES WHICH HOTEL MANAGEMENT AIMS TO ACHIEVE IS (FROM HOTEL MANAGEMENT POINT OF VIEW), GAZA STRIP:

ITEMS	FREQUENC Y	PERCENTA GE
ADVERTISEMENT OF NEW HOTEL PRODUCT	3	21.4
MOTIVATING GUESTS TO REPURCHASE SERVICES	1	7.1
CONCENTRATING ON THE PRESENT HOTEL SERVICES OFFERED TO GUESTS	2	14.3
IMPROVEMENT OF HOTEL IMAGE	6	42.9
DETERMINING MARKET NEEDS AND WORKING TO SATISFY THEM	2	14.3
<b>TOTAL</b>	14	100

As shown in the previous table, the main advertising objective that hotel management aims to achieve is the improvement of hotel image as it accounted for (42.9%) of the respondents. The second main advertising objective was the advertisement of a new hotel product, which accounted for (21.4%). While (14.3%) of the respondents pointed out that the third objective is the concentration on the present hotel services offered to guests, another (14.3%) of them considered that the third objective is the determination of market needs and working to satisfy them. The final objective that (7.1%) of the respondents selected was to motivate guests to repurchase services.

The researcher put seven main advertising objectives according to kotler (2003, p.590), and then asked the respondents to choose and put these objectives in order of importance. Nearly, all the hotels did not consider the sixth objective (i.e. Supplies the potential guest with data and ideas that related to the characteristics of the main product) and the seventh objective (i.e. Development of hotel services to maintain or enhance the present market) as main advertising objectives.

In brief, the most important advertising objective that hotel management aims to achieve is the improvement of hotel image. Hotel managements did not give enough attention to the other objectives as being very important in modern advertising.

Furthermore, most hotel managements did not turn advertising objectives into specific measurable goals as shown in table 25. The great majority of the respondents (78.5%) disagreed that hotel management turns advertising objectives into specific measurable goals, while (21.4%) of them agreed. The data also reveal that there were differences in perception as the mean value was (2.64), revealing that hotel managements in general did not turn advertising objectives into specific measurable goals.

Moreover, as shown in table 25, (71.4%) of the respondents disagreed with the statement that specialists take part in making important decisions in the hotel marketing policies, while (28.5%) of them agreed. This may indicate that there is no need to specialists from outside, or that hotel managements are not able to recruit specialists inside the hotel because it is costly and most hotels in the Gaza Strip are classified as small size of family business as shown in the previous chapter. As regards differences in perception, the mean value is equal to (2.64), which reveals that most hotel managements disagreed that specialists take part in making important decisions regarding the hotel's marketing policies.

Furthermore, the great majority of the respondents (78.5%) disagreed with the statement concerning the consideration of the target market and marketing mix upon setting advertising objectives. In contrast, (21.4%) of the correspondents agreed with this statement. As regards variations in perception, the mean value is (2.29), implying that most hotel managements did not take into account target market and marketing mix upon setting the advertising objectives. In addition, table 25 demonstrates that hotel advertising objectives were ineffective, as the total mean value was equal to (2.4143).

The question that is frequently raised is as follows: is there a difference among opinions of hotel management respondents? In his attempt to answer this question, the researcher used f-test. As shown in table 27, where sig. Is less than (5%) (.002), this is an indication that there is a difference among hotel management respondents' opinions concerning the five parts of kotler model. This difference of opinion could be attributed to the differences in positions held by the respondents, number of years held in the present position, work experience of respondents, age of the respondents, and the level of respondents' education as shown in tables 9, 10, 11, 12, and 14 respectively in the previous chapter.

TABLE 27

THERE IS A DIFFERENCE AMONG OPINIONS OF HOTEL MANAGEMENT RESPONDENTS

	SUM OF SQUARE	DF	MEAN SQUARE	F	SIG.
BETWEEN GROUP (COMBINED)	9.439	4	2.360	4.866	.002
WITHIN GROUP	31.522	65	.485		
TOTAL	40.960	69			

Table 28 describes and enhances the previous result of F-test by using two tests (Tukey HSD and Bonferroni).

TABLE 28

MULTIPLE COMPARISONS

	(I) FACTOR	(J) FACTOR	MEAN DIFFERENCE (I-J)	SIG.
TUKEY HSD	OBJECTIVES	MESSAGE	-.9357	.006
	OBJECTIVES	MEDIA	-1.0143	.002
	MESSAGE	OBJECTIVES	.9357	.006
	MEDIA	OBJECTIVES	1.0143	.002
BONFERRONI	OBJECTIVES	MESSAGE	-.9357	.007
	OBJECTIVES	MEDIA	-1.0143	.003
	MESSAGE	OBJECTIVES	.9357	.007
	MEDIA	OBJECTIVES	1.0143	.003

Table 29 shows that there is a lack of hotel advertising objectives from hotel management point of view as it presents t-test value of the five parts of Kotler model according to hotel management point of view.

Table 29

One sample test of each part of Kotler model regarding the effectiveness of hotel advertising (hotel management questionnaire)

ITEM	TEST VALUE = 3.5			
	T	DF	SIG. (2-TAILED)	MEAN DIFFERENCE
HOTEL ADVERTISING OBJECTIVES	-6.259	13	.000	-1.0857
ALLOCATION OF HOTEL ADVERTISING BUDGET	-2.543	13	.025	-.4643
HOTEL ADVERTISING MESSAGE FORMULATION	-1.067	13	.305	-.1500
HOTEL ADVERTISING MEDIA	-.387	13	.705	-.0714
EVALUATION OF HOTEL ADVERTISING	-2.779	13	.016	-.6571
THE AVERAGE OF THE PREVIOUS FIVE PARTS	-3.434	13	.004	-.4857

Table 29 shows that the t-test of hotel advertising objectives was significant, accounting for (-6.259) at sig. (2-tailed) = .000. It reveals that hotel managements are ineffective in stating the hotel advertising objectives.

To conclude, lack of effective setting of hotel advertising objectives contributes to ineffectiveness of hotel advertising. Moreover, the analysis results give a strong indication that there is a traditional concept of hotel advertising objectives.

Second Hypothesis: It is expected that non-allocation of hotel advertising budget will contribute to ineffectiveness of hotel advertising.

Table 30 shows the level of hotel advertising budget effectiveness in the Gaza Strip.

TABLE 30

THE LEVEL OF HOTEL ADVERTISING BUDGET EFFECTIVENESS IN THE GAZA STRIP FROM  
HOTEL MANAGEMENT POINT OF VIEW

ITEMS	STRONGLY AGREE	AGREE	NO OPINION	DISAGREE	STRONGLY DISAGREE	THE MEAN	INTERPRETATION
HOTEL MANAGEMENT ALLOCATES ANNUAL ADVERTISING BUDGET	7.1	35.7		57.1		2.929	DISAGREE
HOTEL MANAGEMENT CONSIDERS ADVERTISING AS INVESTMENT RATHER THAN EXPENSES		42.9	7.1	50		2.929	DISAGREE
HOTEL MANAGEMENT TAKES INTO CONSIDERATION SERVICE LIFE CYCLE	21.4	42.9		35.7		3.500	AGREE
HOTEL MANAGEMENT TAKES INTO CONSIDERATION THE MARKET SHARE		35.7	7.1	57.1		2.786	DISAGREE
HOTEL MANAGEMENT TAKES INTO CONSIDERATION GEOGRAPHIC DISTRIBUTION	7.1	35.7	7.1	42.9	7.1	2.929	DISAGREE
HOTEL MANAGEMENT TAKES INTO ACCOUNT IMPORTANCE OF COMPETITION	14.3	35.7		50		3.143	DISAGREE
TOTAL MEAN OF ADVERTISING BUDGET.	<b>3.0357</b>						
INTERPRETATION OF TOTAL MEAN OF BUDGET	<b>DISAGREE</b>						

As it is clearly shown in table 30, the majority of the respondents (57.1%) disagreed with the statement that hotel management allocates annual advertising budget, while (42.8%) of them agreed. Differences in evaluations resulted to the mean of 2.93, revealing that hotel managements disagreed that they allocate an annual advertising budget.

In addition, the majority of respondents (50%) agreed that hotel management considers advertising as expenses rather than investment, while (42.9%) of them disagreed, and the remaining (7.1%) had no opinion. This indicates that hotel managements want to get a short-term profit rather than long term profit. According to data analysis, variations in evaluation resulted in the mean of (2.90), which asserts that hotel management respondents do consider advertising as expenses rather than investment. This result may be

one of the reasons why hotel managements do not allocate an annual advertising budget.

Moreover, as shown in table 31, the great majority of respondents (71.4%) depend on personal judgment base upon setting advertising budget, and they neglect the modern bases. These modern bases consider advertising as creating sales, not a result of sales. In these modern bases, the advertising real role is to locate prospects, build hotel brand equality, and stimulate demand for hotel services because it is not the hotel but it is the guests who are able to create sales through their decision to buy (Kotler, 2003). Dependence on personal judgement base and negligence of modern bases upon setting advertising budgets in the Gaza Strip could be attributed to lack of work experience of hotel management respondents, and to the fact that higher education is not a prerequisite to be involved in hotel advertising as shown in tables 6, 11, 14 respectively. Then, the second base for setting hotel advertising budget was the percentage of forecasting sales that accounted for (14.3%). The other two bases had equal percentages as (7.1%) of the respondents considered percentage of previous annual sales as the third base, while another (7.1%) of them considered estimation upon the target sectors as the third base. The other bases that the researcher included in the hotel management questionnaire were not responded to. These were as follows:

- Estimation of what competitors do
- Estimation of the hotel product characteristics
- Estimation of the results of marketing researches of the proper base

TABLE 31

THE BASES THAT HOTEL MANAGEMENT DEPENDS ON UPON SETTING ADVERTING BUDGET  
(FROM HOTEL MANAGEMENT POINT OF VIEW), GAZA STRIP

ITEMS	FREQUENC Y	PERCENTA GE
PERSONAL JUDGEMENT	10	71.4
PERCENTAGE OF FORECASTING SALES	2	14.3
PERCENTAGE OF PREVIOUS ANNUAL SALES	1	7.1
ESTIMATION UPON THE TARGET MARKET SEGMENTS	1	7.1
<b>TOTAL</b>	14	100

Furthermore, hotel managements allocated a small percentage of sales for advertising (0.66%). While the standard percentage in the world reaches (3%) of sales (Kotler, 2003) as shown in table 32 and Abedel Hamid; Abu Habil; Abu Hasira; Abu Hatab; Abu Hwadi; El-Helo; El-Khalayni; El-Safadi; El-Shaikh; El-Shawa; Korym; Madi; Soboh; Temraz (Interviews, 2003).

TABLE 32

PERCENTAGE OF PREVIOUS ANNUAL SALES THAT HOTEL MANAGEMENT ALLOCATED TO ADVERTISING (FROM HOTEL MANAGEMENT POINT OF VIEW), GAZA STRIP

VALIDITY	FREQUENCY	PERCENTAGE
0.01% - 0.5%	10	71.4
1% - 2%	3	21.5
MORE THAN 3.4%	1	7.1
TOTAL	14	100
<b>THE AVERAGE PERCENTAGE</b>	0.66%	

As shown in the above table, (10) hotels out of (14) allocated (0.05% or less) of previous annual sales for hotel advertising, (3) hotels allocated between (1%) and (2%), and the last one allocated (3.4%).

The average percentage of previous annual sales to hotel advertising is equal to (0.66%). This result could be attributed to lack of setting hotel advertising objectives as shown in hypothesis one, and to hotel managements that they did not allocate an annual advertising budget and considering advertising as expenses rather than investment as shown in table 30, and hotel managements depended on personal judgment base upon setting hotel advertising budget as shown in table 31.

Most hotel managements take into account service life cycle. As shown in table 30, (64.3%) of the respondents agreed that hotel management takes into consideration service life cycle, while (35.7%) of them disagreed. In addition, the mean value is equal to (3.5), implying that the majority of respondents take into consideration the service life cycle. This is a good indication but is not enough according to the analysis of the other questionnaire items.

The great majority of respondents (57.1%) disagreed that hotel management takes into consideration the market share upon determining advertising budget as shown in table



30, while (35.7%) of them agreed. From variations in perception, the mean value is (2.79), implying that most of hotel management respondents did not take into consideration the market share upon determining advertising budget. Not taking into consideration the market share upon determining advertising budget by hotel management could be attributed to the relatively recent establishment of hotels in the Gaza Strip, lack of work experience of hotel management respondents, lack of professional and academic qualifications of those involved in hotel advertising as shown in tables 6, 11, 14 respectively.

Furthermore, as shown in table 30, (50%) of the respondents disagreed that hotel management takes into account geographic distribution upon allocating advertising budget, while (42.8%) of them agreed, and the remaining (7.1%) expressed no opinion. According to data analysis, the mean value is (2.93), which reveals that most of hotel management did not take into account geographic distribution upon determining advertising budget. Such situation could be attributed to the relatively recent establishment of hotels in the Gaza Strip, lack of work experience of hotel management respondents, lack of professional and academic qualifications of those involved in hotel advertising as shown in tables 6, 11, 14 respectively. It could be also attributed to the lack of setting hotel advertising objectives and non-allocation of hotel advertising budget.

In addition, (50%) of the respondents disagreed that hotel management takes into account the importance of competition, while the other (50%) of them agreed. As data analysis shows, the mean value is (3.14), implying that the majority disagreed that hotel management takes into account importance of competition. This may be due to the tactical managerial practices dominating the strategic ones. Strategic management should look into internal and external environment with a comprehensive vision towards future, and it should take into consideration the continuous changes in hotel environment (David, 1999). The failure of the Gaza Strip hotel management to assume such responsibilities of strategic management may be due to hotel management insufficient experience, inadequate professional and academic qualifications of those involved in hotel advertising as shown in tables 6, 11, 14 respectively.

Moreover, table 30 demonstrates that the hotel advertising budget was ineffective, as the total mean value was equal to 3.0357. By referring to table 29, t-test of hotel

advertising budget was significant, accounting for (-2.543) at sig. (2-tailed) = (.025). These figures reveal that hotel managements are ineffective in stating the hotel advertising budget.

To conclude, lack of budget allocation contributes to ineffectiveness of hotel advertising. Also, the results of analysis give a strong indication that there is a traditional concept of hotel advertising budget.

Third Hypothesis: It is expected that ineffectiveness of advertising message formulation will contribute to ineffectiveness of hotel advertising.

The following table shows the level of hotel advertising message formulation effectiveness in the Gaza Strip from hotel management point of view.

TABLE 33  
LEVEL OF HOTEL ADVERTISING MESSAGE FORMULATION EFFECTIVENESS IN THE GAZA STRIP FROM HOTEL MANAGEMENT POINT OF VIEW

ITEMS	STRONGLY AGREE	AGREE	NO OPINION	DISAGREE	STRONGLY DISAGREE	THE MEAN	INTERPRETATION
Hotel management plans advertising campaigns	14.3	64.3		21.4		3.714	AGREE
The existence of alternatives to advertising message		64.3		35.7		3.286	DISAGREE
Hotel management evaluates the alternatives to determine the proper advertising message		78.6		21.4		3.571	AGREE
Hotel management executes advertising message		78.6	7.1	14.3		3.643	AGREE
It is necessary to take social responsibility into consideration		85.7		14.3		3.714	AGREE
Hotel management uses local agencies to create advertising message	7.1	21.4		64.3	7.1	2.571	DISAGREE
Hotel management uses international agencies to create advertising message		21.4	7.1	71.4		2.500	DISAGREE

ITEMS	STRONGLY AGREE	AGREE	NO OPINION	DISAGREE	STRONGLY DISAGREE	THE MEAN	INTERPRETATION
Hotel management esteems advertising campaigns inside the Gaza Strip.	7.1	78.6		7.1	7.1	3.714	AGREE
Hotel management esteems advertising campaigns outside the Gaza Strip.	14.3	42.9	7.1	35.7		3.357	DISAGREE
Hotel management evaluates the range of advertising message influence on the target group	14.3	50		35.7		3.429	DISAGREE
Total mean of formulating message.	<b>3.3500</b>						
Interpretation of total mean of message	<b>DISAGREE</b>						

Table 34 shows the level of hotel advertising formulating message effectiveness in the Gaza Strip from guest point of view.

TABLE 34

LEVEL OF HOTEL ADVERTISING MESSAGE FORMULATION EFFECTIVENESS IN THE GAZA STRIP FROM GUEST POINT OF VIEW

ITEMS	VERY GOOD	GOOD	FAIR	POOR	VERY POOR	THE MEAN	INTERPRETATION
Hotel advertising message content was		25	21.7	15	36.7	2.356	<b>POOR</b>
Present hotel advertising campaigns was	3.3	25	13.3	16.7	40	2.339	<b>POOR</b>
Total mean of formulating message.	<b>2.3475</b>						
Interpretation	<b>POOR</b>						

As shown in table 33, the great majority of hotel management respondents (78.6%) plan advertising campaigns, while (21.4%) of them do not. The variations in evaluation resulted in a mean of (3.71), which reveals that the great majority of hotel management respondents plan advertising campaigns.

Generally speaking, the essence of a plan is the existence of predetermined specific advertising objectives. As shown previously in hypothesis one, there were no predetermined specific advertising objectives. This can be attributed to misunderstanding and lack of awareness of the concept of plan on behalf of hotel management respondents. El Ferra's study (2003) enhances the previous interpretations

as it analyzed the characteristics of strategic management practices from Palestinian managers' point of view in the Plastic industrial establishments in the Gaza Strip. This study concluded that, the tactical managerial practices dominated strategic ones.

In addition, as shown in table 33, the great majority of respondents (64.3%) agreed that hotel management puts many alternatives to the advertising message, while (35.7%) of them disagreed. The differences in evaluation resulted in a mean of (3.29), implying that respondents disagreed that they put many alternatives to the advertising message. As shown in hotel advertising literature, the first of the four steps to developing a creative strategy is message generation. In message generation, hotel managements plan advertising campaigns. Then, there are several alternative advertising themes that should the advertiser create before making a choice in order to evaluate the alternative messages by the advertiser (Kotler, 2003).

A majority of respondents (78.6%) agreed that hotel management evaluates the alternatives to determine the proper advertising message, while (21.4%) disagreed. Data showed that there were variations in perception so the mean value was 3.57, implying that the great majority of respondents agreed that hotel management evaluates the alternatives to determine the proper advertising message.

Furthermore, a great majority of hotel managements (78.6%) execute advertising message as shown in table 33, while (14.3%) of them do not. The mean value is equal to (3.64), revealing that the great majority of respondents agreed that hotel management executes advertising message. This would be a good indicator if there were specialists inside the hotel

In contrast, the great majority of guest respondents thought that content of hotel advertising message was "poor" as shown in table 33 as (51.7%) of guest respondents ranked the content of hotel advertising message between "poor" and "very poor", while (21.7%) of them ranked it as "fair", and the remaining (25%) ranked it as good. According to data analysis, the mean value is equal to (2.36), which reflects that the majority of guest respondents considered content of hotel advertising message as "poor".

As shown in table 34, the majority of guest respondents (56.7%) ranked the present hotel advertising campaigns between "poor" and "very poor", while (13.3%) of them ranked it as "fair", and (28.3%) as "good". From variations in perception, the mean

value is (2.34), revealing that the great majority of respondents considered present hotel advertising campaigns as "poor".

The question that is often raised is: Is there a difference among opinions of guest respondents? To answer this question, the researcher used Mann-Whitney test. As shown in table 35, Asymp. Sig. (2-tailed) is more than (5%) (.440), a thing which indicates that there is no difference among opinions of guests. This means that there is a semi consensus among guest respondents that they were unsatisfied with the hotel advertising effectiveness. At this juncture, the guests' opinion will be accepted because guests, not hotels, buy the hotel services, and because the guest is the most important and influential assessor according to the modern marketing.

According to Kotler (2003), the modern hotel marketing concept states the key to achieving hotel goals consists in determining the needs and wants of guests and delivery of the desired satisfactions more effectively and efficiently than competitors. The previous concept rests on four main pillars: target market, guest needs, coordinated marketing, and profitability. In target market, hotel managements must define their target market(s) carefully if they want to succeed because no hotel can operate in every market and satisfy every need and want. In guest needs, hotels must understand the guests' needs besides the definition of target market. Guest oriented thinking requires the hotel to define guest needs from the guest point of view.

TABLE 35

MANN-WHITNEY TEST OF OPINIONS OF GUEST RESPONDENTS

MANN-WHITNEY U	1601.000
WILCOXON W	3371.000
Z	-.772
ASYMP. SIG. (2-TAILED)	.440

ANOTHER QUESTION THAT IS OFTEN RAISED IS AS FOLLOWS: IS THERE A DIFFERENCE AMONG OPINIONS OF HOTEL MANAGEMENT RESPONDENTS AND GUEST RESPONDENTS? TO ANSWER THIS QUESTION, THE RESEARCHER USED T-TEST. AS SHOWN IN TABLE 36, SIG. IS LESS THAN (5%) (.012), WHICH INDICATES THAT THERE IS A DIFFERENCE AMONG THE AVERAGE OPINIONS OF HOTEL MANAGEMENT RESPONDENTS AND GUEST RESPONDENTS. THE INTERPRETATION OF THESE DIFFERENCES EXISTED IN THE ANALYSIS OF TABLES 27, 28, AND 35.

TABLE 36

T-TEST OF OPINIONS OF HOTEL MANAGEMENT RESPONDENTS AND GUEST RESPONDENTS

	LEVENE'S TEST FOR EQUALITY OF VARIANCES		T-TEST FOR EQUALITY OF MEANS			
	F	SIG.	T	DF	SIG. (2- TAILED)	MEAN DIFFEREN CE
EQUAL VARIANCES ASSUMED	19.66	.000	-1.656	72	.102	-.5580
EQUAL VARIANCES NOT ASSUMED			-2.625	49.16	.012	-.5580

As shown in table 33, the great majority of respondents (85.7%) agreed that hotel management takes into account the importance of social responsibility, while 14.3% of them disagreed. Data showed there were variations in perception so that the mean value was (3.71), indicating that the great majority of hotel management respondents agreed that it is necessary to take social responsibility into consideration.

On the other hand, (71.4%) of respondents disagreed that hotel management used local agencies to create advertising message as shown in table 33, while (28.5%) of them agreed. From the differences in perception, the mean value was 2.57, implying that most hotel managements disagreed that they used local agencies to create the advertising message.

In addition, most hotel managements did not use international agencies to create advertising message. In table 33, the great majority of respondents (71.4%) disagreed that hotel management used international agencies to create advertising message, while (21.4%) of them agreed. From data analysis, the mean value was equal to (2.5), revealing that the great majority of respondents disagreed that hotel management used international agencies to create the advertising message. This can be due to the lack of setting hotel advertising objectives, non-allocation of hotel advertising budget and probably the lack of concern of the importance of advertising.

As mentioned in table 33, the great majority of hotel management respondents (85.7%) targeted advertising campaigns inside the Gaza Strip, while (14.3%) of them said they did not. As data analysis showed, the mean value was (3.71), reflecting that respondents

in general agreed that hotel management esteemed advertising campaigns inside the Gaza Strip.

As has been previously shown in table 33 (57.2%) of the respondents agreed that hotel management targeted advertising campaigns outside the Gaza Strip, while (35.7%) of them disagreed. The remaining (7.1%) had no opinion. As data analysis shows, the mean value is 3.36, which indicates that respondents disagreed that hotel management esteemed advertising campaigns outside the Gaza Strip.

Table 33 also shows that most hotel managements did not evaluate the extent of advertising message influence on the target group as (64.3%) of respondents agreed that hotel management measured influence of advertising message on the target market, while (35.7%) of them opted for “disagree”. From variations in perception, the mean value was 3.43, revealing that majority of respondents disagreed they evaluated the range of advertising message influence on the target market.

Furthermore, table 33 demonstrated that the hotel advertising message formulation was ineffective as the total mean value was equal to (3.350) from hotel management point of view.

Also, table 34 demonstrates that the hotel advertising message formulation was ineffective as the total mean value was equal to (2.3475) from guest point of view.

As shown in table 29, t-test of hotel advertising message formulation was not significant, as it accounted for  $-1.067$  at sig. (2-tailed) = (.305). This reveals that the hotel managements were effective in stating the hotel advertising message formulation from hotel management point of view.

In contrast, sign test (table 37) of hotel advertising message formulation was significant at sig. (2-tailed) = (.002).

TABLE 37

A BINOMIAL (SIGN) TEST FOR THE TWO PARTS OF GUEST QUESTIONNAIRE

TEST VALUE = 3.5	
ITEMS	ASYMP. SIG. (2-TAILED)
HOTEL ADVERTISING MESSAGE FORMULATION	.002
HOTEL ADVERTISING MEDIA	.000
THE AVERAGE OF THE PREVIOUS TWO PARTS	.000

This indicates that Gaza's hotels were ineffective in stating the hotel advertising message formulation from guest point of view as shown in table 37, which presents a binomial test of the two parts of guest point of view. The interpretation of the differences between the opinions of hotel managements and the opinions of guests existed in the analysis of tables 27, 28, and 35.

Fourth Hypothesis: It is expected that lack and ineffectiveness of hotel advertising media will contribute to ineffectiveness of hotel advertising. Table 38 shows the level of hotel advertising media effectiveness in the Gaza Strip from hotel management point of view.

TABLE 38  
LEVEL OF HOTEL ADVERTISING MEDIA EFFECTIVENESS IN THE GAZA STRIP  
FROM HOTEL MANAGEMENT POINT OF VIEW

ITEMS	STRONG LY AGREE	AGREE	NO OPINION	DISAGRE E	STRONG LY DISAGRE E	THE MEAN	INTERPR ETATION
IT IS NECESSARY TO DETERMINE THE SIZE OF TARGET GROUP AND ITS CHARACTERISTICS	28.6	35.7		35.7		3.571	AGRE E
TIME IS AN IMPORTANT FACTOR IN EXECUTING ADVERTISING PROGRAM	14.3	64.3		21.4		3.714	AGREE
TOTAL MEAN OF ADVERTISING MEDIA.	<b>3.6425</b>						
INTERPRETATION OF TOTAL MEAN OF MEDIA	<b>AGREE</b>						

TABLE 39 ALSO SHOWS THE LEVEL OF HOTEL ADVERTISING MEDIA EFFECTIVENESS IN THE GAZA STRIP FROM GUEST POINT OF VIEW.



TABLE 39  
LEVEL OF HOTEL ADVERTISING MEDIA EFFECTIVENESS IN THE GAZA STRIP  
FROM GUEST POINT OF VIEW, GAZA STRIP.

ITEMS	VERY GOOD	GOOD	FAIR	POOR	VERY POOR	THE MEAN	INTERPRETATION
HOTEL ADVERTISING MESSAGE TIME WAS	3.3	25	23.3	8.3	35	2.509	POOR
ADVERTISING MEDIA USED BY HOTEL MANAGEMENT WAS	1.7	21.7	21.7	18.3	35	2.356	POOR
TOTAL MEAN OF ADVERTISING MEDIA.	<b>2.4325</b>						
INTERPRETATION OF TOTAL MEAN OF MEDIA	<b>POOR</b>						

In table 38, most of hotel management respondents (64.3%) agreed that it was necessary to determine the size of target group and its characteristics, while (35.7%) of them disagreed. Deciding on the media should involve the determination of target group and a thorough analysis of its characteristics (Holtje, 1978). Also, hotels must define target market(s) carefully if they want to succeed because no hotel can operate in every market and satisfy every need and want (Kotler, 2003). The differences in evaluation resulted in a mean of (3.5714), which implies that respondents in general agreed that it was necessary to determine the size of target group and its characteristics.

As shown in table 38, a great majority of hotel management respondents (78.6%) agreed that time was an important factor, while (21.4%) of them disagreed. The differences in evaluation resulted in a mean of (3.7143), which may reflect that respondents in general agreed they considered time as an important factor upon executing the advertising program.

According to data analysis related to guests, most respondents thought that time of hotel advertising message was poor as shown in table 39, as the majority of respondents (43.3%) indicated that time of hotel advertising message was between "poor" and "very poor", (23.3%) ranked it as "fair", (28.3%) as "good". Variations in evaluation resulted in a mean of (2.51), which reveals that guest respondents in general thought that hotel advertising message time was "poor".

This result could be due to hotel managements' negligence of three factors when deciding on media timing: guest's turnover, purchase frequency, and the forgetting rate (Al Alaq and Rababa'a, 1998; Kotler, 2003). The importance of media timing was indicated by Yoon study (2000) which showed that

most promotional messages would be likely more effective if hotel managements could decide properly on advertising media timing.

Table 40 shows advertising media hotel management used in percentage.

TABLE 40

ADVERTISING MEDIA USED BY HOTEL MANagements (FROM HOTEL MANAGEMENT POINT OF VIEW)

MEDIA	PERCENTAGE
NEWSPAPERS	20
MAGAZINES	13.57
RADIO	1.07
TELEVISION	0.36
DOCUMENTARY FILMS	5.71
POSTERS	8.93
BROCHURE	50.36
TOTAL	100

It is noticed from the above table that the brochure media was accounted for (50.36%) of media used, while newspapers media accounted for (20%) of hotel advertising expenditure. Magazines came next (13.57%), followed by posters (8.93%), documentaries (5.71%), radio (1.07%), and finally TV (0.36%). From the previous analysis, it is noticed that more than the half of expenses was allocated to brochure and card advertising. This means that hotel advertising did not pay attention to other types of advertising media. Advertising is used in a very narrow way despite the spread of other fast means such as the Internet. It is necessary to evaluate all the different media alternatives because managers should make their choice among media categories according to several variables: guests' media habits, services, message, and costs (Holtje, 1978). This implies that hotel management in the Gaza Strip incline towards a more traditional perspective on advertising. This enhances the guests' opinion.

By referring to table 39, most guest respondents thought that advertising media were poor as (53.3%) of respondents ranked advertising media between "poor" and "very poor", (21.7%) ranked them as "fair", and the remaining (23.4%) as "good". Data showed the existence of differences in perception so the mean value was (2.36), implying the respondents generally thought advertising media used by hotel

management was poor. It could be attributed to the lack of setting hotel advertising objectives, non-allocation of hotel advertising budget, and ineffectiveness of hotel advertising media used. As shown in the literature, the development of a hotel budget is considered an integral part of the media program. Deciding on the hotel advertising budget and media should be made together (Holtje, 1978).

Table 41 shows the importance of the various bases on which hotel managements choose advertising media from hotel management viewpoint.

TABLE 41

IMPORTANCE OF VARIOUS BASES ON WHICH HOTEL MANAGERMENTS CHOOSE ADVERTISING MEDIA FROM HOTEL MANAGEMENT VIEWPOINT, GAZA STRIP

IMPORTANCE DEGREE										
ITEMS	VERY HIGH		HIGH		MODERATE		LOW		VERY LOW	
	*F	**P	F	P	F	P	F	P	F	P
CHARACTERISTICS OF HOTEL PRODUCT	3	21.4	5	35.7	5	35.7	1	7.1		
PERSONAL JUDGEMENT OF OFFICIALS	5	35.7	7	50	2	14.3				
ALLOCATION OF SIZE OF ADVERTISEMENTS AND AVAILABLE FUND RESOURCES	2	14.3	3	21.4	6	42.9	1	7.1	2	14.3
THE NATURE OF TARGET MARKET AND PEOPLE	4	28.6	4	28.6	3	21.4	3	21.4		
RESULTS OF MARKETING RESEARCHES ON PROPER ADVERTISING MEDIA	1	7.1	1	7.1	7	50	3	21.4	2	14.3
BENEFITING FROM LEADING COUNTRIES' EXPERIENCES	1	7.1	4	28.6	2	14.3	4	28.6	3	21.4

\* F = FREQUENCY & \*\* P = PERCENTAGE

From the previous table it can be seen that hotel managements take into consideration characteristics of hotel product as (57.1%) of respondents ranked "characteristics of hotel product" base as "high" when deciding on advertising media, while (35.7%) ranked it as "moderate".

Table 41 also shows that the "Personal judgment of people in charge" base is very important in deciding on advertising media as (85.7%) of respondents ranked it as "high" when hotel managements decide on advertising media, while (14.3%) ranked it as "moderate". This result enhances the previous one that (71.4%) of hotel management

respondents depend on personal judgment base upon setting advertising budget as shown earlier in table 31.

Furthermore, “allocation size of advertisements and available fund resources” base is important when hotel managements choose advertising media as (35.7%) of respondents ranked taking this base into consideration as “high”, while (42.9%) of them ranked it as “moderate”, and another (21.4%) as “low”.

The nature of target market is another important base for hotel management when choosing advertising media as (57.2%) of respondents ranked it as importance as “high”, while (21.4%) ranked its importance as “moderate” and another (21.4%) as “low”.

In contrast, hotel managements consider “results of marketing researches on proper advertising media” base less important when deciding on advertising media as (35.7%) of respondents ranked its importance as “low”, while 50% of them ranked its importance as “moderate”, and the remaining percentage (14.3%) as “high”. This result could be due to various factors such as, the establishment of hotels in the Gaza Strip is rather recent, hotel managements lack work experience, and high degree is not a perquisite to be involved in hotel advertising as shown in tables 6, 11, 14 respectively. Also, most of hotels in the Gaza Strip are considered as small size family business.

The last base “getting benefit from leading countries experiences” is less important when deciding on advertising media as (50%) of respondents ranked its importance as “low”, while (14.3%) of them ranked it as “moderate”, and (35.7%) as “high”.

In general, hotel managements take into consideration some bases that are traditional such as personal judgment, and do not take into account other bases that are modern such as results of marketing researches on proper advertising media when they choose advertising media.

In line with table 42, the great majority of guest respondents (56.7%) "strongly agreed" that there is a positive effect of proper advertising media on the potential guest, while (25%) of them said “agreed”, and (15%) had “no opinion”. From data analysis, the mean value is equal to (4.40), which implies that the great majority of respondents in general thought that proper advertising media had a positive effect on the potential guest.

TABLE 42

POSITIVE EFFECT OF PROPER ADVERTISING MEDIA ON POTENTIAL GUESTS FROM GUEST  
POINT OF VIEW, GAZA STRIP

VALIDITY	FREQUENCY	PERCENTAGE
STRONGLY AGREE	34	56.7
AGREE	15	25
NO OPINION	9	15
DISAGREE	1	1.7
TOTAL	59	98.3
MISSING SYSTEM	1	1.7
TOTAL	60	100
MEAN	4.3898	
INTERPRETATION	AGREE	

Table 43 shows that many guest respondents (45.25%) said that personal relations were the proper advertising media to read advertisement through, (25.25%) chose the Internet, (9.5%) television, (8.42%) newspapers, (2.92%) posters, and (0.5%) the radio.

Analysis implies that personal relations and Internet are very important advertising media that guests prefer to read advertisement through.

TABLE 43

PROPER ADVERTISING MEDIA THAT GUESTS PREFER TO READ ADVERTISEMENT THROUGH BY  
PERCENTAGE FROM GUESTS' POINT OF VIEW, GAZA STRIP

MEDIA	PERCENTAGE
NEWSPAPERS	8.42
MAGAZINES	2.92
RADIO	0.5
TELEVISION	9.5
DOCUMENTARY FILMS	0.83
POSTERS	0.75
PERSONAL RELATION	45.25
INTERNET	25.17

<b>MEDIA</b>	<b>PERCENTAGE</b>
TOTAL	93.34
MISSING SYSTEM	6.66
TOTAL	100

TABLE 44 PRESENTS MEANS OF PERSUADING GUESTS THROUGH PROPER ADVERTISING MEDIA THAT THEY PREFER.

TABLE 44

MEANS OF PERSUADING GUESTS THROUGH PROPER ADVERTISING MEDIA THAT THEY PREFER  
(FROM GUESTS' POINT OF VIEW), GAZA STRIP

<b>VALIDITY</b>	<b>FREQUENCY</b>	<b>PERCENTAGE</b>
GOOD DESIGN OF HOTEL ADVERTISEMENT	6	10
SATISFACTION WITH HOTEL ADVERTISEMENT OF GUESTS' NEEDS	41	68.3
SIMPLICITY OF HOTEL ADVERTISEMENT	2	3.3
PROPER HOTEL ADVERTISEMENT TIME	2	3.3
OTHERS, PLEASE SPECIFY?	2	3.3
TOTAL	53	88.3
MISSING SYSTEM	7	11.7
TOTAL	60	100

As shown in the previous table, the first means of persuading guests of proper advertising media was hotel advertisement satisfaction of guests' needs, which accounted for (68.3%). The second mean was good design of hotel advertisement (10%). Simplicity of hotel advertisement and proper time of hotel advertisement means shared the third position as each of them got (3.3%) of guest respondents.

The previous analysis showed that hotel advertisement satisfaction of guests' needs is very important, which necessitates that hotel managements should take satisfaction of guests' needs into consideration when they decide on advertising media. This result is in harmony with modern hotel marketing which emphasize that the key to achieving hotel goals consists in determining the needs and wants of guests and delivery of the desired satisfactions more effectively and efficiently than competitors (Kotler, 2003).

Furthermore, tables 38 and 41 demonstrate that hotel advertising media were ineffective, as the total mean value was equal to (3.4286) from hotel management point of view. Table 39 also shows that hotel advertising media were ineffective as the total mean value was equal to (2.4325) from guest point of view.

As shown in table 29, t-test of hotel advertising media was not significant, as it accounted for  $-0.387$  at sig. (2-tailed) = (.705). This reveals that hotel managements were effective in stating the hotel advertising media from hotel management point of view.

In contrast, sign test of hotel advertising media was significant at sig. (2-tailed) = (.000). This reveals that hotel managements were ineffective in stating the hotel advertising media from guest point of view. At this context, the guests' opinion will be accepted because guests, not hotels, buy the hotel services and customer satisfaction must be the prime objectives for businesses.

To conclude, lack of hotel advertising media used in the Gaza Strip contributes to ineffectiveness of hotel advertising. Also, the results of analysis give a strong indication that hotel managements in the Gaza Strip still maintain a traditional concept of hotel advertising media.

Fifth Hypothesis: It is expected that unavailability of advertising evaluation will contribute to ineffectiveness of hotel advertising

The following table shows the level of hotel advertising evaluation effectiveness in the Gaza Strip from the hotel management point of view.

TABLE 45  
LEVEL OF HOTEL ADVERTISING EVALUATION EFFECTIVENESS IN THE GAZA STRIP FROM  
HOTEL MANAGEMENT POINT OF VIEW, GAZA STRIP.

ITEMS	STRONGLY AGREE	AGREE	NO OPINION	DISAGREE	STRONGLY DISAGREE	THE MEAN	INTERPRETATION
HOTEL MANAGEMENT USES EVALUATION OF ADVERTISING EFFECTIVENESS	14.3	35.7		50		3.143	DISAGREE
HOTEL MANAGEMENT ALLOCATES SPECIAL PERCENTAGE OF ADVERTISING BUDGET TO EVALUATION	7.1	14.3	7.1	71.4		2.571	DISAGREE
HOTEL MANAGEMENT EVALUATES ADVERTISING MESSAGE ON A SAMPLE OF TARGET GROUP	7.1	21.4		71.4		2.643	DISAGREE
HOTEL MANAGEMENT EVALUATES		42.9		50	7.1	2.786	DISAG

ITEMS	STRONGLY AGREE	AGREE	NO OPINION	DISAGREE	STRONGLY DISAGREE	THE MEAN	INTERPRETATION
ADVERTISING MESSAGE DURING ADVERTISING CAMPAIGN EXECUTION							REE
HOTEL MANAGEMENT EVALUATES THE EFFECT OF ADVERTISEMENT ON THE TARGET GROUP AFTER FINISHING ADVERTISING CAMPAIGNS	21.4	21.4		57.1		3.071	DISAGREE
TOTAL MEAN OF ADVERTISING EVALUATION.	<b>2.8429</b>						
INTERPRETATION OF TOTAL MEAN OF EVALUATION	<b>DISAGREE</b>						

In the previous table, (50%) of the respondents disagreed that hotel management used evaluation of hotel advertising effectiveness, while the other (50%) of them agreed. It can be concluded that a big percentage of the respondents who answered “agree” or “strongly agree” did not follow modern evaluation of hotel advertising effectiveness. This may have resulted in lack of hotel advertising effectiveness, as it will be clarified later in the items related to evaluation. The variations in evaluation resulted in a mean of (3.14), which implies that the respondents of hotel managements did not evaluate hotel advertising effectiveness.

In addition, the great majority of the respondents (71.4%) indicated that hotel management did not allocate a specific percentage of advertising budget to evaluation, while (21.4%) of them agreed, as shown in table 45. The differences in perceptions resulted in a mean of (2.57), which indicates that hotel managements in general did not allocate a specific percentage of the advertising budget to evaluation. This result could be due to not setting hotel advertising objectives, non-allocation of hotel advertising budget, ineffectiveness of message formulation, and ineffectiveness of hotel advertising media used as shown throughout this chapter.

Moreover, the great majority of the respondents (71.4%) indicated that hotel management did not evaluate the advertising message on a sample of target group (pre-testing), while 28.5% of them said that they did as shown in table 45. The data shows that there were variations in evaluation resulting in a mean of (2.64), which reveals that



hotel managements did not evaluate the advertising message on a sample of target group.

Furthermore, (57.1%) of the respondents said that hotel management did not evaluate advertising message during advertising campaign execution as shown in table 45, while (42.9%) of them did. Variations in evaluation resulted in a mean of (2.79), which implies that the majority of respondents disagreed that hotel managements evaluated advertising message during advertising campaign execution.

Moreover, (57.1%) of the respondents disagreed that hotel management evaluated the effect of advertisement on the target group after finishing advertising campaigns, while 42.9% of them agreed as shown in table 45. The mean value is (3.07), which implies that hotel management did not evaluate the effect of advertisement on the target group after finishing advertising campaigns.

Table 46 shows reasons – from hotel managements' point of view – that may limit hotel advertising effectiveness.

TABLE 46

REASONS THAT MAY LIMIT HOTEL ADVERTISING EFFECTIVENESS FROM HOTEL MANAGEMENT POINT OF VIEW, GAZA STRIP

VALIDITY	FREQUENCY	PERCENTAGE
LACK OF FINANCIAL ALLOCATIONS	10	71.4
UNAVAILABILITY OF QUALIFIED EXPERTISE INSIDE THE HOTEL	3	21.4
NON-EXISTENCE OF SCIENTIFIC AND TECHNICAL PLAN OF HOTEL ADVERTISEMENT	1	7.1
TOTAL	14	100

As shown in table 46, (71.4%) of respondents ranked “lack of financial allocation” as the first reason for limited hotel advertising effectiveness, while (21.4%) of them ranked “unavailability of qualified expertise inside the hotel” as the second reason, and (7.1%). Of them ranked “non-existence of scientific and technical plan of hotel advertisement” as the final reason. Hotel managements' choice and ranking of these reasons could be attributed to the relatively recent establishment of hotels in the gaza strip, lack of work experience of hotel management respondents, and insufficient academic and

professional qualifications of those involved in hotel advertising as shown in tables 6, 11, 14 respectively.

NEARLY ALL THE RESPONDENTS DID NOT ACCEPT THE OTHER REASONS THAT THE RESEARCHER INCLUDED IN THE QUESTIONNAIRE. THESE REASONS WERE AS FOLLOWS:

- UNAVAILABILITY OF QUALIFIED EXPERTISE OUTSIDE THE HOTEL.
- VAGUENESS OF HOTEL ADVERTISING OBJECTIVES AND ACTIVITIES.
- HOTEL MANAGEMENT LACK OF FAITH IN ADVERTISING EFFECTIVENESS.

FURTHERMORE, TABLE 45 DEMONSTRATES THAT HOTEL ADVERTISING EVALUATION WAS INEFFECTIVE, AS THE TOTAL MEAN VALUE WAS EQUAL TO (3.4286).

AS SHOWN IN TABLE 29, T-TEST OF HOTEL ADVERTISING EVALUATION WAS SIGNIFICANT, ACCOUNTING FOR (-2.779) AT SIG. (2-TAILED) = (.016). THIS REVEALS THAT HOTEL MANagements WERE INEFFECTIVE IN STATING THE HOTEL ADVERTISING EVALUATION FROM HOTEL MANAGEMENT POINT OF VIEW.

TO CONCLUDE, THE UNAVAILABILITY OF HOTEL ADVERTISING EVALUATION CONTRIBUTES TO INEFFECTIVENESS OF HOTEL ADVERTISING. ALSO, THE RESULTS OF ANALYSIS GIVE A STRONG INDICATION THAT THERE IS A TRADITIONAL CONCEPT OF HOTEL ADVERTISING EVALUATION.

IT CAN ALSO BE CONCLUDED THAT T-TEST OF THE AVERAGE OF FIVE PARTS OF KOTLER MODEL WAS SIGNIFICANT, ACCOUNTING FOR (-3.434) AT SIG. (2-TAILED) = (.004) AS SHOWN IN TABLE 29. THIS INDICATES THAT HOTEL MANagements WERE INEFFECTIVE IN STATING THE FIVE PARTS OF KOTLER MODEL FROM HOTEL MANAGEMENT POINT OF VIEW.

IT CAN ALSO BE CONCLUDED THAT SIGN TEST OF THE AVERAGE OF TWO PARTS OF GUEST QUESTIONNAIRE WAS SIGNIFICANT AT SIG. (2-TAILED) = (.000) AS SHOWN IN TABLE 37. THIS REFLECTS THAT HOTEL MANagements WERE INEFFECTIVE IN STATING THE TWO PARTS OF GUEST QUESTIONNAIRE FROM GUEST POINT OF VIEW.

IN ADDITION, THE RESULTS OF ANALYSIS OF FIVE HYPOTHESES GIVE A STRONG INDICATION THAT THERE IS A TRADITIONAL CONCEPT OF HOTEL ADVERTISING.

**SIXTH HYPOTHESIS: THERE ARE SIGNIFICANT INTER-CORRELATIONS AMONG THE FACTORS OF KOTLER MODEL WHICH INFLUENCE THE EFFECTIVENESS OF HOTEL ADVERTISING**

According to Pearson correlation, table 47 indicates that there is a significant relationship among five parts of Kotler model according to hotel managements' questionnaire.

TABLE 47  
PEARSON CORRELATION AMONG FIVE PARTS OF KOTLER MODEL ACCORDING TO HOTEL  
MANAGEMENTS' QUESTIONNAIRE

	OBJECTIVE S	BUDGE T	MESSAG E	MEDIA	EVALUATI ON	THE AVERAGE OF FIVE PARTS
OBJECTIVES			.634	.717	.826	.853
SIG. (2-TAILED)			.015	.004	.000	.000
BUDGET			.534	.620	.748	.823
SIG. (2-TAILED)			.049	.018	.002	.000
MESSAGE	.634	.534		.778	.640	.772
SIG. (2-TAILED)	.015	.049		.001	.002	.001
MEDIA	.717	.620	.778		.732	.842
SIG. (2-TAILED)	.004	.018	.001		.003	.000
EVALUATION	.826	.748	.640	.732		.921
SIG. (2-TAILED)	.000	.002	.014	.003		.000
THE AVERAGE OF FIVE PARTS	.853	.823	.772	.842	.921	
SIG. (2-TAILED)	.000	.000	.001	.000	.000	

As shown in table 47, there is a significant correlation between "setting hotel advertising objectives" and "hotel advertising message formulation". This significant correlation is (.634) at sig. (2-tailed) = (.015). This could be due to the necessity for the proper message formulation, which may help achieve hotel advertising objectives. Also, a significant correlation exists between "setting hotel advertising objectives" and "hotel advertising media". This correlation accounts for (.717) at sig. (2-tailed) = (.004). This

refers to the need for proper hotel advertising media that may achieve hotel advertising objectives through proper hotel advertising messages. Another significant correlation exists between "setting of hotel advertising objectives" and "evaluation of hotel advertising". This correlation accounts for (.826) at sig. (2-tailed) = (.000). At this juncture there is a need for evaluating hotel advertising effectiveness to show if the campaign achieves the predetermined specific advertising objectives or not.

Another significant relationship is found between "setting hotel advertising objectives" and the average of the five parts Kotler model. This significant relationship is equal to (.853) at sig. (2-tailed) = (.000). This could be attributed to the importance of hotel advertising objectives that are needed for the other four factors of Kotler model because "setting of hotel advertising objectives" is the most essential factor that is relied on when designing effective hotel advertising program according to Kotler (2003).

Table 47 shows that there is a significant correlation between "allocation of hotel advertising budget" and "hotel advertising message formulation". This significant correlation is (.534) at sig. (2-tailed) = (.049). To develop a creative strategy: message generation, message evaluation and selection, message execution, and social responsibility, there is a need for hotel advertising budget to cover the expenses that are related to message formulation.

Furthermore, a significant correlation exists between "allocation of hotel advertising budget" and "hotel advertising media". This correlation accounts for (.620) at sig. (2-tailed) = (.018). This indicates the significance of the development of a hotel budget that is considered an integral part of the hotel advertising media program. Deciding on the hotel advertising budget and the media should be simultaneous. According to several variables, media managers make their choice among media categories: guest's media habits, services, message, and costs (Kotler, 2003).

Another significant correlation exists between "allocation of hotel advertising budget" and "evaluation of hotel advertising". This correlation accounts for (.748) at sig. (2-tailed) = (.002). This could be attributed to the importance of evaluating the campaign to determine if the money is being spent wisely. Another significant relationship is found between "allocation of hotel advertising budget" and the average of the five parts Kotler model. This significant relationship is equal to (.823) at sig. (2-tailed) = (.000). This could be due to the importance of hotel advertising budget needed for the other

four factors of Kotler model because without a budget, there is a negative effect on the functionality of the other four factors of Kotler model.

Table 47 shows that there is a significant relationship between "hotel advertising message formulation" and "hotel advertising media" (hotel management questionnaire). This significant relationship is equal to (.778) at sig. (2-tailed) = (.001). According to Spearman's rho correlation, table 48 shows that there is a significant correlation between "hotel advertising message formulation" and "hotel advertising media" (guest questionnaire). This significant correlation is (.940) at sig. (2-tailed) = (.000). This shows the need for selecting the proper advertising media to carry the hotel advertising message as shown in hotel management literature.

TABLE 48

SPEARMAN'S RHO CORRELATION BETWEEN TWO PARTS OF GUESTS' QUESTIONNAIRE

	MESSAG E	MEDIA	THE AVERAGE OF TWO PARTS
MESSAGE		.940	.985
SIG. (2-TAILED)		.000	.000
MEDIA	.940		.978
SIG. (2-TAILED)	.000		.000
THE AVERAGE OF TWO PARTS	.985	.978	
SIG. (2-TAILED)	.000	.000	

Furthermore, there is a significant relationship between "hotel advertising message formulation" and "evaluation of hotel advertising". This significant relationship is equal to (.640) at sig. (2-tailed) = (.014.). This reflects that advertisers' evaluation of hotel advertising messages is indispensable for determining the strengths and weaknesses of hotel advertising message. Another significant correlation is found between "hotel advertising message formulation" and the average of the five parts Kotler model (hotel management questionnaire). This correlation is equal to (.772) at sig. (2-tailed) = (.001). As shown in table 48, another significant relationship is found between "hotel advertising message formulation" and the average of two parts that accounted for (.985) at sig. (2-tailed) = (.000) (guest questionnaire). This result could be attributed to the importance of message formulation needed for the other four factors of Kotler model

because without hotel advertising messages, guests will not see and/or hear any advertisements.

Table 47 also indicates that a significant correlation exists between "hotel advertising media" and "evaluation of hotel advertising". This significant correlation is (.732) at sig. (2-tailed) = (.003). This result could be due to the necessity of evaluating all the different media alternatives to choose the proper advertising media capable of achieving the predetermined specific advertising objectives. Another significant relationship is found between "hotel advertising media" and the average of the five parts of Kotler model. This significant relationship accounts for (.842) at sig. (2-tailed) = (.000) (hotel management questionnaire). As shown in table 48, a significant correlation is shown between "hotel advertising media" and the average of two parts. This significant correlation is equal to (.978) at sig. (2-tailed) = (.000) (guest questionnaire). This could be attributed to the importance of hotel advertising media needed for the other four factors of Kotler model because lack of media affects negatively the functionality of the other four factors of Kotler model.

A significant correlation is also shown between "evaluation of hotel advertising" and the average of the five parts Kotler model. This significant correlation is equal to (.921) at sig. (2-tailed) = (.000). This reflects the importance of evaluation of hotel advertising needed for the other four factors of Kotler model because the evaluation of hotel advertising effectiveness must be monitored very closely from the beginning to the end so as to rectify points of weakness and capitalize on points of strength as soon as they appear.

To conclude, significant interrelations existed among the five factors of Kotler model, and this influences hotel advertising effectiveness.

#### **4.4 CONCLUSION:**

Throughout this chapter, the researcher presented, analyzed, and interpreted the data gathered from the two questionnaires, which were statistically treated. The researcher tested and validated the study hypotheses. This chapter revealed that lack of effective setting of hotel advertising objectives, lack of budget allocation, ineffectiveness of hotel advertising message formulation, lack of hotel advertising media used in the Gaza Strip, and the unavailability of hotel advertising evaluation contribute to ineffectiveness of

hotel advertising. Also, significant interrelations existed among the five factors of Kotler model, and this influences hotel advertising effectiveness.

## **CHAPTER FIVE**

### **CONCLUSIONS AND RECOMMENDATIONS**

#### 5.1 INTRODUCTION:

The aim of this chapter is to outline the conclusions and to offer some recommendations based on the findings of the analysis in the previous chapter.

#### 5.2 CONCLUSIONS:

this survey of hotel advertising in palestine clarifies that hotels in the gaza strip are not so well established as their counterparts in other neighboring countries such as egypt, jordan, and israel. this fact is reflected in the relative recent establishment of most hotels in the gaza strip, their small number, number of rooms and beds, number of workers, limited occupancy rate, absence of any tourist guides, and tourist-transport companies. After careful, thorough, and statistical analysis of the data collected, the following are the most important conclusions of the study.

1- THERE IS A LACK OF INTEREST IN SETTING HOTEL ADVERTISING OBJECTIVES IN THE GAZA STRIP. THIS CONCLUSION HAS BEEN BASED ON THE FOLLOWING FACTS AND OBSERVATIONS:

- HOTEL MANAGERMENTS DID NOT PUT PREDETERMINED ADVERTISING OBJECTIVES AND DID NOT TURN THEM INTO SPECIFIC MEASURABLE GOALS.
- FOREIGN SPECIALISTS FROM ABROAD DID NOT TAKE PART IN MAKING IMPORTANT DECISIONS CONCERNING THE HOTEL'S MARKETING POLICIES.
- HOTEL MANAGERMENTS DID NOT TAKE INTO CONSIDERATION THE TARGETED MARKET WHILE SETTING THE ADVERTISING OBJECTIVES.
- ANALYSIS SHOWS THAT THE MAIN ADVERTISING OBJECTIVE FROM HOTEL MANAGERMENTS' VIEWPOINT IS IMPROVING HOTEL IMAGE, FOLLOWED THE ADVERTISEMENT OF A NEW HOTEL PRODUCT. THUS, HOTEL MANAGERMENTS DID NOT VERIFY THE VARIOUS OBJECTIVES OF ADVERTISING CAMPAIGNS. IN OTHER WORDS, THEY DID NOT GIVE ENOUGH ATTENTION TO OTHER MODERN OBJECTIVES (SEE THE MAIN ADVERTISING OBJECTIVES THAT HOTEL MANAGERMENTS USED IN THE GAZA STRIP IN THE PREVIOUS CHAPTER).



2- HOTEL MANAGERMENTS DO NOT ALLOCATE ANNUAL HOTEL ADVERTISING BUDGET, AND THE INTERPRETATIONS OF THAT ARE AS FOLLOWS:

- (50%) OF HOTEL MANAGERMENTS CONSIDERED ADVERTISING AS EXPENSES RATHER THAN INVESTMENT.
- HOTEL MANAGERMENTS DID NOT TAKE INTO CONSIDERATION THE GEOGRAPHIC DISTRIBUTION.
- (50%) OF HOTEL MANAGERMENTS DID NOT TAKE INTO ACCOUNT THE IMPORTANCE OF COMPETITION.

The great majority of hotel management respondents (71.4%) depended on “personal judgment” base in determining advertising budget. This means that most hotel managements ignored other necessary modern bases.

The analysis of data shows that the percentages of previous annual sales allocated for advertising by hotel managements were very little (0.66%) if compared with standard percentages in the world which amount to (3%) of sales.

3- MESSAGE FORMULATION WAS INEFFECTIVE, AND THE INTERPRETATIONS OF THAT ARE AS FOLLOWS:

- HOTEL MANAGERMENTS DID NOT USE LOCAL AND INTERNATIONAL ADVERTISING AGENCIES TO CREATE AN ADVERTISING MESSAGE.
- ACCORDING TO GUEST RESPONDENTS, CONTENT OF HOTEL ADVERTISING MESSAGE WAS POOR.
- MOST GUEST RESPONDENTS SAID THAT THE PRESENT HOTEL ADVERTISING CAMPAIGNS WERE POOR.
- MOST GUEST RESPONDENTS CONSIDERED THE HOTEL ADVERTISING MESSAGE TIME POOR.

4- HOTEL MANAGERMENTS DID NOT CHOOSE PROPER ADVERTISING MEDIA, AS GUEST RESPONDENTS RANKED THE ADVERTISING MEDIA CHOSEN BY HOTEL MANAGERMENTS AS POOR. HOTEL MANAGERMENTS IGNORED MANY IMPORTANT BASES (SUCH AS THE RESULTS OF MARKETING RESEARCH ON PROPER ADVERTISING MEDIA, AND BENEFITING FROM LEADING COUNTRIES' EXPERIENCES) WHILE DECIDING ON ADVERTISING MEDIA.

5- THERE IS A LACK OF INTEREST IN HOTEL ADVERTISING EVALUATION IN THE GAZA STRIP. THIS CONCLUSION CAN BE EVIDENT IN THE FOLLOWING:

- (50%) OF HOTEL MANAGEMENT RESPONDENTS DID EVALUATE HOTEL ADVERTISING EFFECTIVENESS.

- THE GREAT MAJORITY OF HOTEL MANAGEMENT RESPONDENTS (71.4) DID NOT ALLOCATE SPECIFIC PERCENTAGE OF ADVERTISING BUDGET TO EVALUATION.
- The great majority of hotel management respondents (71.4%) did not evaluate advertising message on samples of a target group.
- According to the great majority of respondents of hotel management, hotel managements did not evaluate the advertising message during advertising campaign execution.
- According to (57.1%) of hotel management respondents, hotel managements did not evaluate advertisement effect on a target group after finishing advertising campaigns.
- The great majority of guest respondents (88.3%) were not given the chance to evaluate advertising message to determine the range of advertising message effectiveness.
- According to hotel management respondents, lack of financial allocations was the first reason for the limitedness of hotel advertising effectiveness, the second reason was unavailability of qualified expertise inside the hotel, while the third one was non-existence of a scientific and technical plan of hotel advertisement.
- Significant interrelations existed among the five factors of Kotler model, and this influences hotel advertising effectiveness. This could be attributed to the importance of each factors of Kotler model that is needed for the other four factors:
- “SETTING OF HOTEL ADVERTISING OBJECTIVES” IS THE MOST ESSENTIAL FACTOR THAT IS RELIED ON WHEN DESIGNING EFFECTIVE HOTEL ADVERTISING PROGRAM ACCORDING TO KOTLER (2003).
- WITHOUT A BUDGET, THERE IS A NEGATIVE EFFECT ON THE FUNCTIONALITY OF THE OTHER FOUR FACTORS OF KOTLER MODEL.
- WITHOUT HOTEL ADVERTISING MESSAGES, GUESTS WILL NOT SEE AND/OR HEAR ANY ADVERTISEMENTS.
- LACK OF MEDIA AFFECTS NEGATIVELY THE FUNCTIONALITY OF THE OTHER FOUR FACTORS OF KOTLER MODEL.
- THE EVALUATION OF HOTEL ADVERTISING EFFECTIVENESS MUST BE MONITORED VERY CLOSELY FROM THE BEGINNING TO THE END SO AS TO RECTIFY POINTS OF WEAKNESS AND CAPITALIZE ON POINTS OF STRENGTH AS SOON AS THEY APPEAR.

### 5.3 RECOMMENDATIONS:

BASED ON THE FINDINGS AND ANALYSIS IN THE PREVIOUS CHAPTERS, THE FOLLOWING ARE SOME IMPORTANT RECOMMENDATIONS FOR IMPROVING HOTEL MANAGERMENTS:

- 1- HOTEL MANAGERMENTS IN THE GAZA STRIP SHOULD CREATE A NEW DEPARTMENT TO MANAGE MARKETING HOTELS AND SERVICES. THIS INCLUDES, BUT NOT EXCLUSIVE TO, ADVERTISING HOTEL SERVICES. THIS MAY BE COSTLY FOR MANY HOTELS BUT THESE HOTELS SHOULD FIND THE WAYS TO DO THE MODERN MARKETING.
- 2- HOTEL MANAGERMENTS SHOULD FOLLOW SCIENTIFIC METHODS IN SETTING ADVERTISING OBJECTIVES THROUGH THE FOLLOWING:
  - Predetermined advertising objectives, and turning them into specific measurable goals.
  - Bearing in mind that hotel advertising objectives are to inform, to persuade, to remind, and to reinforce target groups.
  - Verifying main objectives of advertising campaigns.
  - Involving foreign specialists in making important decisions about hotel advertising. This advise may be followed if hotels short of such skills.
  - Considering target market while setting advertising objectives, since each target group has its own characteristics.
- 3- HOTEL MANAGERMENTS SHOULD ALLOCATE A REASONABLE ANNUAL ADVERTISING BUDGET. WHILE DOING SO, MODERN METHODS OF SETTING ADVERTISING BUDGET SHOULD BE TAKEN INTO CONSIDERATION, PARTICULARLY OBJECTIVE AND TASK METHOD IN ORDER TO INCREASE DEMAND ON HOTEL SERVICES AND RAISE HOTEL OCCUPANCY RATE.

HOTEL MANAGERMENTS SHOULD THINK OF ADVERTISING AS INVESTMENT RATHER THAN EXPENSE. CONSEQUENTLY, HOTEL MANAGERMENTS HAVE TO TAKE INTO CONSIDERATION MARKET SHARE, GEOGRAPHIC DISTRIBUTION, AND COMPETITION WHILE ALLOCATING ADVERTISING BUDGETS.

- 4- HOTEL MANAGERMENTS SHOULD SET PLANS FOR THEIR ADVERTISING CAMPAIGNS, SET ALTERNATIVES FOR THE ADVERTISING MESSAGE, AND EVALUATE THE ALTERNATIVES PREVIOUSLY SET TO DETERMINE THE APPROPRIATENESS OF THE ADVERTISING MESSAGE.

Moreover, hotel managerments have to use the services of local and international advertising agencies when necessary to create the advertising message without ignoring social responsibility. To achieve this, qualified human resources should contribute to creating advertising message, and marketing research should try to analyze hotel guests

behavior according to their nationality, motivations, and standard of living. Furthermore, persuasion and advertising tools, which may vary according to types of guests, should be brought into management process. Advertising messages should be in harmony with the original language of the guest in order to guarantee effective results. The message should carry out the advantages of services offered to guests.

5- UTILIZING THE MOST EFFECTIVE ADVERTISING MEDIA WHICH INCLUDE:

- INTERNET: “THE INTERNET CONNECTS HUNDREDS OF THOUSANDS OF DIFFERENT NETWORKS FROM MORE THAN 200 COUNTRIES AROUND THE WORLD. MORE THAN 400 MILLION PEOPLE WORKING IN SCIENCE, EDUCATION, GOVERNMENT, AND BUSINESS USE THE INTERNET TO EXCHANGE INFORMATION OR PERFORM BUSINESS TRANSACTIONS WITH OTHER ORGANIZATIONS AROUND THE GLOBE” (LAUDON AND LAUDON, 2002, PAGE 17).
- ADVERTISING IN SPECIALIZED HOTEL MAGAZINES WITH THEIR HIGH LEVEL OF PRINTING AND RICH COLORS. THOSE MAGAZINES ARE WIDELY READ BY TOURISTS AND HOTEL INDUSTRY. IT IS EXPECTED THAT THOSE MAGAZINES WILL SUCCEED IN ATTRACTING MORE GUESTS AND DEMAND.
- DOCUMENTARY FILMS DEPICTING HOTEL FACILITIES AND COMFORTS. SUCH DOCUMENTARIES SHOULD TARGET LOCAL AND INTERNATIONAL TOURIST AGENCIES AND SHOULD BE SHOWN IN CONFERENCES BY HOTELING, AND OTHER COMPANIES AND INSTITUTIONS IN THE FIELD (LIKE MARNA HOUSE HOTEL).

6- HOTEL MANAGERMENTS SHOULD EVALUATE HOTEL ADVERTISING EFFECTIVENESS AIMING AT MEASURING GUEST REACTION TO ADVERTISEMENT USING:

- ADVERTISING PRE-TESTING: HELPS DETECT AND ELIMINATE WEAKNESSES BEFORE A CAMPAIGN IS RUN.
- ADVERTISING POST-TESTING: HELPS EVALUATE EFFECTIVENESS OF AN ADVERTISEMENT OR CAMPAIGN AFTER IT IS RUN.

7- THE RESEARCHER RECOMMENDS FOUNDING COMMITTEES OF SPECIALISTS IN THE FIELD OF HOTEL ADVERTISING. THE RATIONALE BEYOND FOUNDING SUCH COMMITTEES IS INVOLVING THE DIFFERENT PARTIES CONCERNED WITH THE FIELD OF HOTELING AND TOURISM IN PLANNING COMMON ADVERTISEMENT. THE FOLLOWING INSTITUTIONS SHOULD CONSTITUTE THE COMMITTEES:

- THE PALESTINIAN MINISTRY OF TOURISM
- HOTEL MANAGERMENTS IN THE GAZA STRIP

- PALESTINIAN AIRLINES
- ASSOCIATION OF HOTEL OWNERS

This is particularly important because these different institutions with their varied expertise and interests in addition to their awareness of the uniqueness of the Palestinian internal and external situation will be in a better position for planning for one common goal that may benefit not only these institutions but also other Palestinian sectors.

The common advertisement suggested by the researcher may give the chance to increase hotel demand particularly as hotel demand is part of general tourist demand. Thus, facilities and services of the previous four institutions should be used in planning and executing common advertisement.

The researcher recognizes the difficulties of the Palestinian situation, which may cause common advertisement failure. However, it is highly appreciated if special efforts were made to guarantee that certain common advertising policies, regular consultations among hotels, single national tourism policy and to guarantee the coordination between the above mentioned four institutions.

8- It is recommended that other studies should be conducted in the field of hotel marketing, especially in the field of hotel promotion. It is possible that a study can concentrate on designing good and effective advertisements capable of attracting guests. Another study can investigate the possibility of designing advertisements that highlight tourism seasons in Palestine. Still a third study can point out the significance and types of tourism in Palestine, with special emphasis on religious tourism.

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## **Appendix A**

### **Hotel Managements' Questionnaire**

**Dear Sir, Madame**

**Greetings:**

**Subject: questionnaire for a study**

This study is for “the evaluation of hotel advertising effectiveness in the Gaza Strip”. It is considered as a requirement to achieve a master degree in business at the Islamic University of Gaza, that the student Mohammad Zedan Salem is doing it, under supervision Dr. Rushdy Wady.

I will be very please if you kindly answer the questions below by putting your check/cross mark on the space provided.

Your honest opinion in answering the following questions will be very appreciated. Rest assured that all your answers will be treated confidentially and will only be used for the purpose of this study.

**Thank you very much**

**The researcher**

### Part One: Information about Hotel

- Hotel's name: \_\_\_\_\_
- Establishment year of the hotel: \_\_\_\_\_
- Number of workers before Al Aqsa Intefada:  
 1-5 workers  6-10 workers  11-15 workers  16-20 workers  
 21 workers and above
- Number of workers after Al Aqsa Intefada:  
 1-5 workers  6-10 workers  11-15 workers  16-20 workers  
 21 workers and above
- Monthly hotel's sales before Al Aqsa Intiada:  
 Lower than \$20000  20000-\$40000  41000-\$60000  
 61000-\$80000  \$81000 and above
- Monthly hotel's sales after Al Aqsa Intiada:  
 Lower than \$20000  20000-\$40000  41000-\$60000  
 61000-\$80000  \$81000 and above

### Part Two: Personal Information (Profile of the Respondents)

- Position held:  
 Owner/manager of hotel  general manager  marketing manager  
 Public relations manager  others. Please specify? \_\_\_\_\_
- Number of years in position:  
 Less than 2 years  2-3 years  4-5 years  above 5 years
- Work experience:  
 1-5 years  6-10 years  11-15 years  16-20 years  
 21 years and above

- Age:

- 21-30 years  31-40 years  41-50 years  51-60 years  
 61 years and above

- Gender:

- Male  female

- Civil status:

- Single  married  divorced  lone

- Educational attainment:

- Higher school or lower  Diploma  Bachelor  Master  Ph.D.

### Part Three: Hotel Advertising Objectives

<b>To what extent do you agree or disagree with the following questions</b>	Strongly agree	agree	No opinion	disagree	Strongly disagree
Hotel management puts predetermined specific advertising objectives					
The aim of hotel advertising objective is to inform, persuade, and remind					
Hotel management turns advertising objectives into specific measurable goals					
Specialists take part in making important decisions regarding marketing policies of the hotel					
Hotel management takes into consideration target market and marketing mix upon setting the advertising objectives					

From the main advertising objectives that your hotel management used is: (choose and put in order according to importance)

- Advertisement about new hotel product ( )
- To motivate guest to repurchase service ( )
- Concentration on the present hotel services ( )
- Improvement of hotel image ( )
- Development of hotel services to keep the present market or increase the present market ( )
- Supply the potential guest by data and ideas concerning the characteristics of main product ( )
- The determination of market needs and wants, and working to satisfy them ( )
- Others. Please specify? ( ) \_\_\_\_\_

## Part Four: Advertising Budget Allocation

<b><u>To what extent do you agree or disagree with the following questions</u></b>	Strongly agree	agree	No opinion	disagree	Strongly disagree
Hotel management allocates annual advertising budget					
Hotel management takes into consideration the service's life cycle					
Hotel management considers advertising as investment rather than expenses					
Hotel management takes into consideration the market share upon determining advertising budget					
Hotel management takes into consideration the geographic distribution upon allocating advertising budget					
Hotel management takes into consideration the importance of competition upon determining advertising budget					

What are the bases –from your point of view- that you depend on upon determining advertising budget? (Choose and put in order according to importance)

- Personal judgement ( )
- Percentage of forecasted sales ( )
- Percentage of previous sales ( )
- Estimation upon what competitors do ( )
- Estimation upon the hotel product characteristics ( )
- Estimation upon the target sectors ( )
- Estimation upon the results of marketing researches about the proper base ( )
- Others. Please specify? ( ) \_\_\_\_\_

## Part Five: Advertising Message

<b><u>To what extent do you agree or disagree with the following questions</u></b>	Strongly agree	agree	No opinion	disagree	Strongly disagree
Hotel management plans the advertising campaigns					
Hotel management puts many alternatives of advertising message					
Hotel management evaluates the alternatives to determine the proper advertising message					
Hotel management executes the advertising message					
It is necessary to take the social responsibility into consideration					
Hotel management uses local advertising agencies to create advertising message					
Hotel management uses international advertising agencies to create advertising message					
Hotel management targets advertising campaigns inside the Gaza Strip					
Hotel management targets advertising campaigns outside the Gaza Strip					
Hotel management evaluates effect range of advertising message on target market					

## Part Six: Advertising Media

<b>To what extent do you agree or disagree with the following questions</b>	Strongly agree	agree	No opinion	disagree	Strongly disagree
It is necessary to determine the size of target group and his characteristics					
There are many advertising media that hotel management can choose from.					
Time is an important factor upon executing the advertising program by hotel management					

Which is the advertising medium that your hotel management used, by percentage?  
(Choose and put in order according to importance)

Advertisement on							
Advertising media	Newspapers	Magazines	Radio	TV	Films	Poster	Other. Please specify
Percentage (%)							

From your point of view, what is the importance of the following bases that hotel management depends on to choose the proper advertising medium?

<b>Choosing Base</b>	Importance Degree				
	Very High	High	Average	Low	Very Low
Characteristics of hotel product					
Personal expertise of officials					
Size of advertising budget allocation					
Nature of target market and target people					
Results of marketing researches on the proper advertising medium					
Getting benefit from leading countries' experience					
Others. Please specify?					

## Part Seven: The Evaluation

<b>To what extent do you agree or disagree with the following questions</b>	Strongly agree	agree	No opinion	disagree	Strongly disagree
Hotel management evaluates hotel advertising effectiveness					
Hotel management allocates special percentage of advertising budget to evaluation					
Hotel management evaluates advertising message on small group of target group					
Hotel management evaluates advertising message during advertising campaigns execution					
Hotel management evaluates effect of advertisement on the target group after finishing advertising campaigns					

From the tools you use in measuring the impact of advertisement: (choose and put in order according to importance)

- Increasing sales size ( )
- Increasing market share ( )
- Increasing profits ( )
- Others. Please specify? ( ) \_\_\_\_\_

Which of the following reasons –from your point of view- limit hotel advertising effectiveness? (Choose and put in order according to importance)

- Lack of financial allocations ( )
- Unavailability of qualified expertise inside the hotel ( )
- Unavailability of qualified expertise outside the hotel ( )
- Non-existence of art and scientific plan of hotel advertisement ( )
- Non-clearness of hotel advertising objectives and activities ( )
- Lack of faith in hotel management in the hotel advertising effectiveness ( )
- Others. Please specify? ( ) \_\_\_\_\_

**Thank You Very Much**

## **Appendix B**

### **Guests' Questionnaire**

**Dear Sir, Madame**

**Greetings:**

**Subject: questionnaire for a study**

This study is for “the evaluation of hotel advertising effectiveness in the Gaza Strip”. It is considered as a requirement to achieve a master degree in business at the Islamic University of Gaza, that the student Mohammad Zedan Salem is doing it, under supervision Dr. Rushdy Wady.

I will be very please if you kindly answer the questions below by putting your check/cross mark on the space provided.

Your honest opinion in answering the following questions will be very appreciated. Rest assured that all your answers will be treated confidentially and will only be used for the purpose of this study.

**Thank you very much**

**The researcher**

**Part One: Personal Information**

- Nationality:

- Palestinian  Arab  Western Europe  Eastern Europe  American  
 Others, please specify: \_\_\_\_\_

- Age:

- 21-30 years  31-40 years  41-50 years  51-60 years  
 61 years

**and more**

- Gender:

- Male  Female

- Educational attainment:

- High school or lower  diploma  bachelor  master  Ph.D.

- The prospect period of the present visit: \_\_\_\_\_

- Number of times that I have visited the Gaza Strip:

- one time  two times  three times  four times  
 five times and more

- **Purpose of visit: (choose and put in order according to importance)**

**Recreational tourism ( )**

**Religious tourism ( )**

**Cultural tourism ( )**

**Conference tourism ( )**

**Medical tourism ( )**

**Business tourism ( )**

**Others, please specify ( ) \_\_\_\_\_**



## **Part Two: Questions Related to Hotel Advertising Message**

How do I feel about the following?

- I prefer to visit the Gaza Strip in season:

- Winter  Summer  Spring  autumn  
According needs

- During my visit to the Gaza Strip, I prefer to accommodate in hotel:

- One star  two star  three star  four star  
others, please specify \_\_\_\_

- I think that the content of hotel advertising message was:

- Very good  good  fair  poor  very poor

- I think that the time of hotel advertising message was:

- Very good  good  fair  poor  very poor

- I think that hotel advertisement was honest after I accommodated in the hotel.

- Strongly agree  agree  no opinion  disagree  
strongly disagree

- I think that the present hotel advertising campaigns are:

- Very good  good  fair  poor  very poor

- I was elected by the hotel management to evaluate advertising message to

determine the range of advertising message effectiveness.

Yes  no

- I think that the advertising message contains of elements.... (You can choose

more than one answer)

Attraction ( )

Attention ( )

Influence ( )

Persuasion ( )

Motivation ( )

Provocation ( )

### **Part Three: Questions Related to Hotel Advertising Media:**

How do I feel about the following?

- I think that advertising media that hotel used was:

Very good  good  fair  poor  very poor

- In general, I think that there is a positive effect of proper advertising media on the

potential guest.

Strongly agree  agree  no opinion  disagree  
 strongly disagree

**How did I know about the hotel I choose? (You can choose more than one answer)**

	Advertisement on							
Advertising media	Newspapers	Magazines	Radio	TV	Films	Poster	Personal relation	Other, please specify
Put the sign (X)								

What is the proper advertising media that I prefer to read advertisement through it by percentage? (You can choose more than one answer)

	Advertisement on							
Advertising media	Newspapers	Magazines	Radio	TV	Films	Poster	Personal relation	Other, please specify
Percentage (%)								

What are the reasons that lead to persuade me by the previous advertising media?  
(Choose and put in order according to importance)

- The good design of hotel advertisement ( )
- The satisfaction of hotel advertisement to my wants and needs ( )
- The simplicity of hotel advertisement ( )
- The proper time of hotel advertisement ( )
- Others, please specify? ( )

**Thank You Very Much**

## **Appendix C**

### **Questions List of Structured Interviews**

- 1- Is there a marketing department or marketing manager inside the hotel?
  
  
  
  
  
  
  
  
  
- 2- If there is no marketing department or marketing manager inside the hotel, who undertakes by marketing job?
  
  
  
  
  
  
  
  
  
- 3- What is the percentage of annual sales that hotel management allocates for advertising?