



Article Title

The Marketing Planning Index: Its Use and Application in the Hospitality Sector

Citation

Phillips, P., & Moutinho, L. (1998). The Marketing Planning Index: Its Use and Application in the Hospitality Sector. *Journal of Hospitality & Leisure Marketing*, 5(2-3), 5-26. DOI: 10.1300/J150v05n02_02

Abstract

With increasing emphasis by many organizations on improving marketing performance, the measurement of marketing effectiveness is an important subject area for academics and practitioners. This study extends the application of the marketing effectiveness tool-marketing planning index (MPI) by focusing on the corporate level. The MPI is tested on 95 hotel units representing 10 UK hotel groups. The findings indicate that the MPI is a simple but powerful managerial tool that helps develop the diagnostic information needed to generate corporate level initiatives designed to improve marketing planning effectiveness.

Methods

The sampling frame used for this study was the top 50 UK hotel groups. The data used to test our MPI were collected, as part of an ongoing research study (Phillips, 1996). A 17-page questionnaire was developed, which sought information on organizational strategy, strategic planning systems characteristics, and business performance at the SBU level.

Results

This study highlights a significant gap between the levels of marketing effectiveness in the UK hotel sector with theoretical best practice. Overall, the results indicate that corporate level marketers should seek to improve several aspects of their MPS.

Conclusion

A key to superior performance by UK hotel groups relies, at least in part, on the level of marketing effectiveness. This study, however, suggests that in some cases existing marketing procedures and practices are far from sound.