

ANALYSIS OF HOTEL NAMES IN CROATIA AS A TOOL OF MARKETING STRATEGY

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Abstract

Viewed globally, hotel guests can be classified according to the reason for their arrival (business trip or vacation), their numbers (individual guests or groups) and their place of origin (domestic or foreign guests). To provide services of the best quality possible, the hotel staff must understand the wants and needs of guests. One of the ways to do this is to find out the manner in which guests choose hotels. It is generally known that if a guest has already stayed in a particular town, the chances are that he will choose to stay in the same hotel again, providing, of course, that he was satisfied with services rendered. If a guest has never been to a particular town before, there is a greater possibility that he will choose a well-known hotel or one that is easy to reach. A factor that in addition to advertising, personal recommendations, hotel location and prices can influence the choice of a hotel is prejudice based on the name of a hotel. Based on the assumption that a hotel's name can represent an important marketing tool, foremost in market communication, this paper analyses the names of all categorised hotels and apartment hotels in Croatia. The surveyed names of hotels are classified according to different criteria that could, with the application of additional marketing activities, be used to gain a better position on the tourist-generating market. Also, during a guest's stay, a hotel's name can be used to enhance and improve its performance, providing the name is exploited in an appropriate marketing manner. This implies «creating stories» linked to a hotel's name and using its name in the gastronomic, cultural, entertainment and other fields of hotel- and tourism-product promotion.

Keywords Hotels, Marketing, Commercial exploitation

INTRODUCTION

A hotel is the fundamental representative of the hotel industry. It is a hospitality facility in which accommodation, food and beverage, and other typical services are provided in a manner specific to the hotel trade. The hotel is an environment whose purpose it is to ensure useful and efficient services and a pleasant stay to guests. Hotel guests expect hospitality and a variety of amenities, which a hotel's management needs to secure for both the well-being of guests and the profitability of the hotel. The special features of various types of hotels result from a global market orientation, and they are determined by what motivates guest to come to a specific hotel.

The marketing function in a hotel has the task of exploring the opportunities and conditions for marketing existing and future services, and selecting and contracting the sales of services which are judged as being sellable on the outbound tourist market.

Unlike the prevalent way of promoting hotels in the past using printed leaflets where space was a limiting factor of promotion, today's Internet service, the World Wide Web (www), enables a hotel to promote itself by giving an explanation for its name. This is a new way of communicating with the potential consumers of hotel services. A hotel's name may be used as part of its integral business image, while in some situations it can be a deciding factor in the selection of a hotel on the part of its future guests. Also, a well-conceived name of a hotel can be exploited commercially in a variety of areas of the overall hotel offering. So, a hotel's name can be used as a marketing tool, as it can help to accomplish a hotel's business goals linked to increasing total revenues and profits.

The aim of this study is to assess the influence of hotel names on increasing the sales of services and enhancing a hotel's overall performance. Also, it attempts to ascertain whether the names of hotels in Croatia are adequately exploited in the strategic marketing positioning of these hotels. These research aims have imposed the following hypotheses of this paper:

- A hotel's name is becoming part of its overall marketing strategy.
- A hotel's name contributes towards making more successful in selling its services.
- Hotel names impact on the cultural and gastronomic identification of hotels.
- Hotel names are becoming part of the persuasive strategy (persuasive communication) in the process of selecting a destination.

The basic research methods used were the methods of analysis, synthesis and description. Research was conducted on a sample of 576 categorised hotels and apartment hotels in Croatia according to the relevant data of the Croatian Ministry of Tourism as on 21 November 2009.

1. A HOTEL'S NAME AS PART OF ITS BUSINESS IMAGE

A component part of any marketing plan is defining a hotel product and the services provided within it. The tool that brings hoteliers in direct connection with the tourist market is the marketing mix, a comprehensive system of interconnected variables. In its broadest sense and according to its generally accepted definition, a marketing mix is a combination of controlled marketing variables that a company uses to achieve the desired level of sales on a target market (Kotler 1988, 67). The variables that make up a marketing mix are recognised as the 4Ps (Product, Price, Place and Promotion).

These elements can be broadened. Hence, the also well-known 5Ps marketing formula (Coffman 1977, 54), consisting of the following elements: People, Product, Package, Price, and Promotion. Hoteliers often add a sixth P that stands for Performance.

The question is how to connect all these elements to achieve the best possible financial results. The element of the marketing mix that is of particular interest to this paper is «Package», relating to which the following questions arise:

- What is the best way to go about presenting a hotel's image and the product it is selling?

- How can all the parts and services of a hotel be bundled to make them all appealing to guests?
- Bundling a hotel service package (hotel product) involves:
- an overall concept or image that will be used to present a hotel product through various forms of guest communication, both within and outside the hotel,
- the physical presentation of the hotel (interior architecture, decoration, furnishing, equipment, etc.),
- a mix of all hotel services intended for guests,
- being connected with travel agencies and other institutions, as well as with reservation systems, credit card providers, and with networks through which it is possible to «deal» in products and services,
- focusing on special «package» prices, and
- hotel workers rendering services, as the most important part of any package.

There is almost always a discrepancy between what a hotel's managers and employees think of themselves and how others perceive their hotel. An indispensable part of any hotel's image is its name. Working in a pleasant and, of course, functional hotel with a well-known name is a factor that strongly impacts on the efficiency of workers the hotel employs and on how the hotel is presented to its guests.

The business image of a hotel is its public image. This image is built wittingly, and with purpose, through the way in which a hotel conducts itself and visibly operates (although its unintentional and unconscious actions may also influence its image). The better the position of a hotel, the more it will be exposed to public assessment and criticism. A hotel's image includes its:

1. history,
2. financial performance and business stability,
3. service quality,
4. position in the economic environment,
5. the reputation of its employment policy, and
6. its social responsibility.

A hotel's image also depends upon its name, a fact best illustrated by hotels belonging to world famous, five-star hotel chains. Many people are simply delighted at the mere mention of such a hotel name. Although some of them have probably never stayed at such a hotel, just hearing its name makes them want to visit it at least once. The public assesses a hotel by the way it communicates, by its appearance, its forms of activities, its character and charm, and by the way it fits into its surroundings.

A market image is made up of a hotel, a hotel product and a market brand. They all lead to creating a perception of a hotel and its service, and they create its market identity. If any one part of this whole undergoes changes, it will bring about a change in the hotel's image. The inferior quality on just one segment of the hotel product is capable of affecting the overall image of the hotel's other services. A hotel's image is created from experiences, its name, service quality, prices, advertisements, its interior decoration, small inventory and equipment, employee uniforms, etc.

If a hotel's name is one of those names that have a story to tell, this will additionally help to create the impression that the hotel is even better and more appealing. Based on the real assumption that financially powerful guests will sooner select a hotel named Hilton or Sheraton than one named Tourist, Park, Central or Continental, it can be concluded that a hotel's name can determine its future customers, a fact which marketers needs to bear in mind.

2. RESULTS OF EMPIRICAL RESEARCH

Data in Table 1 show a total of 576 categorised hotels in Croatia, of which 113 (19,6%) fall in the fourth category of 2-star hotels; 323 (56,1%), in the third category of 3-star hotels; 124 (21,5%), in the second category of 4-star hotels; and only 16 (2,8%), in the first category of 5-star hotels. It should be noted that Table 1 presents those hotels, which, according to the available sources of information, are in commercial use and possess a decree in accordance with the valid Regulations (Regulations on Classification, Categorisation, Special Standards and Special Quality of Accommodations Facilities of the Group 'Hotels' (Official Gazette no. 48/02, 108/02, 132/03, 73/04 i 67/06). Accommodation facilities possessing only a decree for the temporary performance of hospitality activities and accommodation facilities in the procedure of obtaining categorisation have not been included in this review.

Table 1: Categorised hotels in Croatia

County	Hotel category				TOTAL
	**	***	****	*****	
Istarska	14	51	20	0	85
Primorsko-goranska	21	52	27	3	103
Ličko-senjska	5	6	2	0	13
Zadarska	5	24	11	0	40
Šibensko-kninska	4	17	6	0	27
Splitsko-dalmatinska	23	65	29	2	119
Dubrovačko-neretvanska	12	39	8	8	67
City of Zagreb	9	20	11	3	43
Continental counties	20	49	10	0	79
TOTAL IN CROATIA:	113	323	124	16	576

Source: www.mint.hr (situation as on 21 November 2009)

This unfavourable pattern of categorised hotels, in which 3-star hotels prevail, is the result of a number of factors, the most important being:

1. the drawn-out standstill in normal commercial exploitation caused by the consequences of the Patriotic War in Croatia, when hotels were used to house refugees and displaced persons;
2. the slow privatisation process, in which a considerable number of hotels have remained un-privatised and, as a result, many hotels are restricted to low categories;

3. administrative and legal obstacles to foreign capital investments, and the absence of world hotel brands.

Out of the total number of categorised hotels (576), 313 hotels (or 54,0%) carry a Croatian (domestic) name, while 263 hotels (or 46,0%) carry a name of foreign origin.

Because of the slow entrance of world famous hotel companies onto the Croatian market, only 34 hotels (or 5,9%) have, next to their name, the name of a management company or the name of a hotel brand indicating the hotel chain to which they belong. There are examples of well-known world hotel brands (*Four Points, Hilton, Iberostar, Le Meridien, Riu, Westin, Sheraton, Arcotel, Regent, Sol Melia*), as well as a few domestic names that communicate with the market as distinctive domestic hotel brands (for example, *Valamar Laguna*). *Valamar* is also the first Croatian hotel brand, founded on a combination of international standards of service quality and elements of Croatian hospitality and identity.

Modern hotel practice recognises several basic types of hotel chains that differ depending on their interests in development and integration. These are:

- a. proprietary companies (generating return on investment),
 - b. hotel management companies (defining standard business procedures of work) and
 - c. hotel consortiums, or marketing alliances (defining standards for hotel brands and products).
- Despite letters of intent from brands such as Park Plaza, Hyatt, Kempinski, Marriott and others, such high-sounding names have yet to come to Croatia. The result is that hotels in Croatia still have low prices because of their dependence upon tour operators, seasonal business and high costs of labour and supplies, placing Croatia among the poorest countries in the Mediterranean when it comes to branded global hotel chains.
 - Namely, a high-sounding international name is too costly and can only be afforded by the owners of hotels whose businesses and occupation rates can meet the high criteria of such a brand and bear the expenses involved. Fees vary depending on the type of contract concluded between an owner and a hotel chain. Being part of the select hotel groups of the world is by no means low-cost.
 - Branding means respecting the specific standards linked to a brand's name. Because only a small portion of hotels in Croatia carry the branded name of a foreign hotel company, it is a real assumption that most Croatian hotels have a lower quality level than branded hotels, which have accepted and implementing internationally recognised hotel standards thus guaranteeing a specific level of quality for their guests.

In this way, work processes are respected and, more importantly, quality is consistent. Only in this way can guests be guaranteed value for money, that is, that the hotel will give them the service they are paying for. The value and importance of a hotel's brand in based on a guest's perception of a hotel. These facts lead to the conclusion that branding contributes towards improving service quality.

The following can be concluded from the data in Table 2:

Table. 2: Hotels names by various criteria

Description of hotel name	Number of hotels	%
Foreign word	313	54,0%
Domestic word	252	44,0%
Combined named	11	2,0%
Name of a management company	34	5,9%
River	8	1,4%
Vila	9	1,6%
Villa	28	4,9%
Grand	7	1,2%
Animal	13	2,2%
Island	16	2,8%
Mountain	3	0,5%
Plant	25	4,3%
Town or city	87	15,1%
Name of a church saint	4	0,7%
Castle	9	1,6%
Name and surname of an individual	117	20,3%

- Only eight hotels (1,4%) have the name of a Croatian river in their name (*Drava, Dunav, Zrmanja, Korana, Orljava, Sava, Neretva*).
- Nine hotels (1,6%) have added the appendix *Vila* to their name, while 28 hotels (4,9%) have added the foreign version *Villa*.

Although the word «grand» (Anić & Goldstein 1999, 494.) signifies something «magnificent, impressive, stately» and primarily refers to large and luxurious hotels, particularly a building of traditional architecture, the appendix *Grand* is used in seven hotels (1,2%). Among these are hotels with 121 accommodation units and those with 307. So naming a hotel *Grand* because of its size is questionable. Also, a 3-star hotel will be hard put to justify its «grandeur» as suggested by its name. Hence, behind the name *Grand* are hotels that do not deserve this name because of their appearance and the number of stars they have.

- Out of the total number of hotels, 13 (2,2%) are named after an animal (*Delfin* - Dolphin, *Lav* - lion, *Lavica* - lioness, *Picok* - rooster, etc.). While some of these animals do live in Croatia, it is difficult to see what could be the «story» behind a hotel called Lion or Lioness.
- Out of the total number of hotels, 25 (4,3%) are named after plants, usually flowers, which stands to reason for those hotels located in areas where these plants grow in abundance (*Bor* - pine, *Lavanda* - lavender, *Omorika* - spruce, *Tamaris*, *Palma*, *Hedera*, *Mimosa*, and others).
- A considerable number of hotels (87 hotels or 15,1%) carry the name of a town or city. Out of this number, 24 hotels (4,2% of all hotels, and 27,6% of hotels with the names of towns) have the ancient name of Croatian towns (*Albona-Labin, Ablana-Jablanac, Arbiana-Rab, Berulia-Brela, Carlstadt-Karlovac, Cibalia-*

Vinkovci, *Cittar*-Novigrad, *Mursa*-Osijek, *Parentium*-Poreč, *Epidaurus*-Cavtat, and others), while 63 hotels (10,9% of all hotels, and 72,4% of hotels with the names of towns) have the name of a town or city in Croatia (*Hvar*, *Crikvenica*, *Krapina*, *Đakovo*, *Lovran*, *Dubrovnik*, *Opatija*, *Duga Resa*, *Orebić*, *Vrbovec*, *Zagreb*, and others).

- Only 4 hotels (0,7%) have decided to take a church name or the name of a saint (*St. Benedikt*, *San Rocco*, *Sv. Križ*, *Sv. Mihovil*).
- Out of the total number of hotels, 9 (1,6%) have taken the name of the castle in which they are situated (2 hotels - *Dvorac Gjalski* and *Dvorac Bežanec*), while of the remaining seven, five carry a variation on the Croatian word for «castle» (*Kastel*, *Kaštil* or *Kaštel*), and two have dedicated their name to castles in France (*Miral*) and Spain (*Alhambra*).
- As many as 117 hotels (20,3%) have linked their names to the names of individuals. Of this number, 103 hotels have names tied to Croatian individuals, usually the hotel owners, and use either first names or surnames (*Antunović*, *Frankopan*, *Eva*, *Bebić*, *Božica*, *Crnković*, *Dora*, *Dujam* and others.), as well as nicknames or pseudonyms (*Manora*, *Macola*, *Žučo*). The names of 14 hotels are linked to non-Croatian personages from various countries and historical periods ranging from Ancient Greece and Rome to the Austro-Hungarian Monarchy (*Minerva*, *Mozart*, *Waldinger*, *Orphee*, *Odisej*, *Savoy* and others).
- Out of all hotels, 16 (2,8%) have a name associated with one of Croatia's islands. Either the present name of an island, such as *Hvar*, *Brioni*, *Korčula*, *Kornati*, *Lapad*, *Šipán*, *Vis* and others (11 hotels), is used or its ancient name (5 hotels - *Arbiana*, *Elaphusa*, *Issa*, *Lafodia*, *Pharia*).
- With reference to their location, three hotels (0,5%) are named after mountains (*Bilogora*, *Biokovo* and *Risnjak*).

Out of the total number of hotels analysed (576), only 389 (67,5%) hotels have names that appear only once with no «namesakes». In the remaining 186 hotels (32,5%), the name that appears most frequently is *Park* (10 times), followed by *Laguna* (9 times), *Jadran* and *Marina* (each 7 times), etc. (Table 3)

A loyal guest is a guest who goes to a hotel and buys its services (the whole hotel product or a part) whenever possible, who recommends this product or service to other guests and who has a positive attitude toward the hotelier (Kandampully & Suhartanto 2002, 346-351).

Interbrand, one of the best-known agencies for brand management, has developed a technique called NOMETRICS (www.interbrand.com). According to this method, the most important criteria for assessing a potential new name are:

1. easy to pronounce,
2. easy to read,
3. the images it triggers in the mind,
4. negative associations,
5. similarity with existing names,
6. easy to remember.

Table 3: Most frequent hotel names in Croatia

	<i>Name</i>	<i>Number</i>		<i>Name</i>	<i>Number</i>		<i>Name</i>	<i>Number</i>
1.	Park	10	22.	Punta	3	43.	Komodor	2
2.	Laguna	9	23.	Zvonimir	3	44.	Kristal	2
3.	Jadran	7	24.	Admiral	2	45.	Lavanda	2
4.	Marina	7	25.	Agava	2	46.	Luna	2
5.	Adria	5	26.	Antunović	2	47.	Meridijan	2
6.	Adriatic	5	27.	Art	2	48.	Milenij	2
7.	Bellevue	5	28.	AS	2	49.	More	2
8.	Mediteran	5	29.	Bonaca	2	50.	Mozart	2
9.	Aurora	4	30.	Bristol	2	51.	Omorika	2
10.	Central	4	31.	Dalmacija	2	52.	Palma	2
11.	Croatia	4	32.	Delfin	2	53.	Pinia	2
12.	Istra	4	33.	Dubrovnik	2	54.	Plitvice	2
13.	Neptun	4	34.	Dunav	2	55.	Porin	2
14.	Palace	4	35.	Eden	2	56.	President	2
15.	Tamaris	4	36.	Excelsior	2	57.	Slaven	2
16.	Zagreb	4	37.	Frankopan	2	58.	Tina	2
17.	Astoria	3	38.	Holiday	2	59.	Varaždin	2
18.	Belvedere	3	39.	I	2	60.	Zovko	2
19.	Imperial	3	40.	International	2	61.	Ambasador	2
20.	Maestral	3	41.	Ivan	2	62.	Amfora	2
21.	Plaža	3	42.	Kaštel	2	63.	Ariston	2
						TOTAL:		186

Being easy to remember is a vital and important criterion of a hotel's name, because a one-word name (*Imperial*) will be more articulate to guests than a name consisting of four or five words (*Riva-Hvar Yacht Harbour Hotel*).

An analysis of hotel names by the number of words they contain has given the following results:

Table 4: Hotel names in Croatia by number of words

Number of words in hotel name	Number of hotels
5	4
4	2
3	24
2	100
1	446
Total:	576

There are also three hotels whose names consist of only two letters (*As*, *AS* and *MB*), as well as three hotels with only one letter in their names (one hotel named *R* and two hotels named *I*)!

3. CULTURAL AND GASTRONOMIC IDENTIFICATION OF HOTELS

A hotel with tradition and a name referring to tradition is capable of delighting its guests. Guests can be delighted and won over by a hotel's interior decorating in a traditional style with many details and objects associated with its name. They can also be given a «taste» of history through a range of special dishes and meals, and the major part of a hotel's gastronomic offering can be based on recipes that guests can associate with the hotel's setting.

Providing there are areas of unique flora, fauna, landscapes, etc. in a hotel's vicinity that complement its name, this is an advantage for the hotelier, which he can use to organise a variety of events for guests for the purpose of supplementing basic services and increasing secondary spending and profits. Such an approach also meets the wishes of guest for an experience, which is the most sought-after part of the pyramid of tourist needs.

The catering facilities of a hotel (coffee house, bar room, restaurant) also need to communicate the setting for which the hotel has received its name. In this way, a hotel's catering facilities, which represent a place where hotel guests and resident get together, will have a chance to communicate a rounded whole consisting of guests, a town, a river, a mountain, and so on. In addition to its catering facilities, a hotel's name can also be put to commercial use in its other segments, as shown in Figure 1.

Because the goals of gastronomy are always the same – to satisfy guests/consumers through creativity and creative freedom – in creating their own gastronomic identities, hoteliers and gastronomy experts are increasingly focusing on developing regional specialties with emphasis on the origin of foodstuffs. Clearly, the further development of hotel services and increase in the quality of food and beverage services need to focus on widening the range of food products on the market, on the one hand, and the range of dishes (meals) in hotel facilities, on the other hand.

The place in which food and beverage services are provided, together with the varied range of this offering, also influences the diversity of food, as part of the overall tourism offering. Food and beverages, services, and atmosphere make up a tripartite composition within which the overall nutrition of potential consumers – foreign or domestic tourists – should be identified.

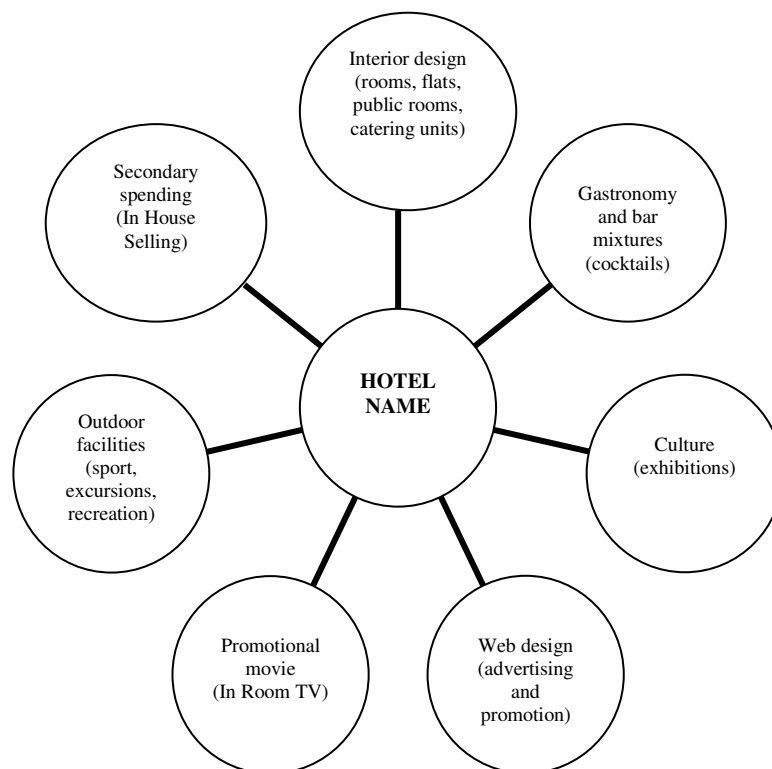
Gastronomy represents but one of the important segments of a hotel's offering. Creating a characteristic food and beverage offering helps to enrich and improve service quality. However, to experience the place they are visiting, guests also feel the need to leave the hotel restaurant and venture into specialised catering facilities (*konobas*, restaurants, inns, etc.)

In the «global village» where it is possible to buy anything you wish over the Internet, the only sign of diversity left is the culture of different nations. This is the only thing that can incite tourists to travel for the purpose of discovering the different national contributions of individual civilisations. About 37,0% of all tourist travels around the world are realised through some form of cultural consumption. This means as many as

259 million potential guests, and according to predictions, this number should increase by another 20,0% by 2020.

Considering that we live and work in an era of marketing, Croatia's tourism and hotel industry need to develop brands that will make it distinctive on the foreign tourist market. Within this context, Croatian culture is irreplaceable. However, the answer to the question «Have all efforts been taken to make Croatian culture a part of its tourism offering?» would have to be negative. We have failed to sufficiently valorise our cultural and historical structures, cultural heritage, and cultural achievements in the field of music, painting, sculpture, theatrical arts, architecture, ethnography, folklore, gastronomy, etc. for tourism purposes. Our tourism offering is either void of such services and facilities or, what it worse, it provides cheap forms of entertainment, often copied from abroad. This calls for the need of conducting an in-depth study of all potential types of cultural services and facilities within the immediate environment where tourists are staying, and finding forms and ways in which such facilities and services could be incorporated more effectively in the tourism and hotel offering.

Figure 1: Opportunities for the commercial exploitation of a hotel's name



Source: By the author

The absence of such cultural products, and the failure of our hotels to create and present cultural products within the context of their attributes in the overall tourism offering, is obvious. Croatian culture can be promoted in hotels in a number of ways. For example, instead of decorating hotel walls with cheap Chinese reproductions, paintings that relate to the region in which tourists are staying could be used. Also, exhibitions of painters living and working in the region of the hotel could be organised in the hotel's public rooms. This would be an excellent opportunity for promoting local artists and helping them establish a broader reputation. In addition, a music-based offering could also be part of the typical offering to promote domicile folklore and musical traditions.

Almost never or very rarely, and only in a small number of hotels, are movie shows organised in which a hotel's history is presented (providing a hotel possesses the historical preconditions for this). Shown at particular times (afternoon tea, for example), such movies would tell guests the story of the hotel and of the famous people who stayed in it. This type of presentation will make a better impression on guests than photographs in hallway featuring famous people with brief descriptions of the hotel's past. The hotel is not an isolated refuge, and through its service activities, it should also provide culture (through communication and conduct, always and continuously) to guests, who are, in this case, consumers of culture, just as they are consumers of food in a restaurant. The difference is that culture provides them with intellectual nourishment.

All employees in every part of a hotel (at the front desk or in a catering facility) should be able to provide guests with information concerning their hotel and its historical and cultural heritage, providing, of course, that they have been trained to do so and are knowledgeable of this matter. This means that every employee should know everything there is to know about the hotel in which they work so that they might become excellent information-providers which guests ask a question. This is a call to hotel managers to become centres of action and decision-making regarding a hotel's culture policy and to secure conditions for productively bringing culture to life and using its versatility in developing a hotel product. Cultural components can represent one of the most effective promotional and media agents in building the general image of a hotel, a tourist destination, or a country at large.

CONCLUSIONS

The study of the names of hotels in Croatia points to the conclusion that hotels whose names are linked to a specific and distinctive brand will perform better on the tourist market. Through their names, these hotels create real preconditions for enhanced performance and increased sales of services, unlike other hotels appearing in the marketplace as independent hotels, with a stereotype name that is not distinctive.

Research has confirmed the hypothesis that hotels, whose names represent a basis for creating a comprehensive tourism, cultural and gastronomic framework, are more successful in satisfying tourism demand.

In the minds of hoteliers, a hotel's name must become a part of its overall sales and marketing strategy aimed at increasing the sales of a hotel product as a whole or its individual segments. By using such an approach in strategic marketing that target future service consumers, hotel names are becoming part of a persuasive strategy in the process of selecting a destination. Recognising a hotel's name leads to a decision to buy its services, as it is easier for most guests to select a hotel whose name they have already heard somewhere before, than a hotel they have never heard of. Recollecting the name of a specific hotel is also very important. Whether a guest remembers a certain hotel or not will significantly influence his/her decision to buy a travel package linked to the hotel.

Certainly, changing a hotel's name is neither inexpensive nor simple, requiring expenses and many changes (to its logo, letterhead, market presentation, etc.). However, if the marketing exploitation of a hotel's name can help to improve the sales of its services in the long run, this is an undertaking that should not be rejected up front but should be approached systematically and prudently.

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