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## The importance of service marketing to increase numbers at Irish industrial heritage attractions

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### Abstract

The purpose of this study is to discover “The importance of service marketing to increase numbers at industrial heritage Irish attractions”. Firstly, the relevant literature was studied in a bid to clearly understand the topic in question. The researchers’ critiques the marketing techniques adapted by the old Jameson Distillery, the Guinness Storehouse, and the old Bushmills Distillery, the industrial heritage attractions focused on for this study. A clear understanding of the role of a Brand Ambassador was obtained and, through surveys answered by current Jameson Ambassadors and an interview with the marketing manager at the Old Jameson Distillery, the role of a Jameson Ambassador was discovered. The importance of these Jameson Ambassadors for increasing brand awareness and visitor numbers at the Old Jameson Distillery is highlighted. Interviews were conducted with marketing professionals at the Guinness Storehouse and the Old Bushmills Distillery to assess if they use Brand Ambassadors as a means of marketing these attractions. These interviews also outlined the forms of marketing techniques adopted by the Guinness Storehouse and the Old Bushmills Distillery. The data analysis paper outlines all of the primary research obtained by the author. A discussion concludes this paper where the primary research and secondary research are analysed together in order to help the researchers’ answer the objectives of this study. The conclusion of this paper is obtained from the knowledge gained from the literature review and from the author’s own research. The research paper is concluded with recommendations made by the researchers’ for the tourism sector. These recommendations are based on the findings from the primary and secondary research.

*Keywords:* : The Old Jameson Distillery; The Guinness Storehouse; The Old Bushmills Distillery; Irish; Industrial heritage attractions; Service marketing.

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### 1. Introduction

With the current economic climate creating a difficult environment for the tourism industry in general it is important now more than ever that industrial heritage attractions become more innovative in increasing visitor numbers. New ways must be found to interact with the elusive repeat visitor and at the same time adapting these methods to attract new visitors. Currently, industrial heritage attractions are in a constant battle with each other to attract more tourists than their competitors. Pernod Ricard, a wines and spirits producer and owner of Jameson Irish Whiskey, offer a postgraduate opportunity which employs Jameson Brand Ambassadors who work in various parts of the world promoting Jameson Irish Whiskey. Interestingly, brand ambassadors act as a sales representative for Jameson as a product but they also promote the idea to potential tourists of visiting the visitor attractions associated with Jameson, i.e., the Old Jameson Distillery in Dublin and The Jameson Experience, Middleton, County Cork. While completing a work placement term with the Old Jameson Distillery, it became clear that a considerable amount of tourists have had first contact abroad with the attraction through the brand

ambassadors. This initial contact encouraged tourists to visit the attraction during their trip to Ireland. This raised the question of how industrial heritage attractions are marketing themselves in order to attract visitors in today’s market. It was decided to look at the methods used by three major tourist attractions in Ireland for the purpose of this paper: The Old Jameson Distillery, the Guinness Storehouse and the Old Bushmills Distillery. Using these attractions would provide the basis for a comparison in the different marketing styles adapted by each attraction. Combined with research conducted by the present author this would allow solutions to the research proposal of this paper “The importance of service marketing to increase numbers at Irish industrial heritage attractions”. From studying relevant literature available on this topic, the researchers’ own primary research carried out through surveys to the Jameson Ambassadors and interviewing marketing professional from the industrial heritage attractions the researchers’ aims to answer the objectives of this study: To discover the importance of service marketing for Irish industrial heritage attractions; To investigate the importance of brand ambassadors to Irish industrial heritage attractions; To find out how industrial

heritage attractions market themselves both to the domestic traveller and to international tourists.

## 2. Literature review

### 2.1. *Tourism*

As the concept of tourism is the central theme of this research proposal, it is vital that it is understood in its various forms. In seeking to understand why people travel to industrial heritage attractions and how they find out about them, a basic knowledge of tourism must be obtained. The World Tourism Organisation (1995) has defined tourism as a concept which “comprises the activities of persons travelling to and staying in places outside their usual environment for not more than one consecutive year for leisure, business and other purposes”. From this definition, we learn that the tourism industry must provide the means for which a tourist may travel, by rail, road, sea or air, and also the amenities they may require such as accommodation, food and beverage. Calantone and Mazanec (1991) agree with this, as they state “Tourism services are generally provided by various business and government. To the greatest extent they provide services to the travelling public”. A distinction must be made between the two types of travellers, domestic tourists and international tourists. Guiney (2002) states “a domestic tourist is someone who travels within his or her own country”. Furthermore, Guiney (2002) also states that there are two types of international tourist: inbound and outbound tourists, “inbound tourists are American, British and European tourists who travel to Ireland on holiday (...) outbound tourists are Irish people who go abroad on holiday”. It is fair to say Ireland benefits greatly from inbound tourists, however outbound tourists do not generate profits for Ireland as money is leaving the state.

The Government plays a big role in tourism development. The Department of Transport, Tourism and Sport is the government body that is hugely involved in Irish tourism. The department’s mission as regards tourism is to “rationalise and restore our State-owned airports and ports to financial health and profitability” and “to increase numbers of tourists coming to Ireland and improving their experiences of Ireland and its region (Department of Transport, Tourism and Sport, 2012). Within this government body, there are three agencies that help to promote Irish tourism: Fáilte Ireland, Tourism Ireland Limited and Shannon Development. Fáilte Ireland’s main aim is to provide “strategic and practical support to develop and sustain Ireland as a high-quality and competitive tourist destination”. (National Tourism Development Authority, 2009). Fáilte Ireland also markets the island to domestic travellers while Tourism Ireland “is responsible for marketing the island of Ireland overseas as a holiday destination” (Tourism Ireland, 2012). The Department of Transport, Tourism and Sport (2012) effectively describe the role of these agencies “Tourism Ireland focuses on getting the visitors to Ireland and Fáilte Ireland focuses on the

quality of the experience provided to those visitors by the Irish tourism industry”. Shannon Development has “responsibility for the development and promotion of Tourism in Ireland’s Mid-West region” (Department of Transport, Tourism and Sport, 2012). Within this region areas such as “Limerick City, County Limerick, County Clare, northern Tipperary and south and west Offaly” (Department of Transport, Tourism and Sport, 2012) are developed in order to sustain a healthy growth in the tourism sector.

#### 2.1.1. *State of Irish Tourism*

Tourism is of great importance to the Irish economy as it is a source of high income for the State, “tourism and hospitality continues to be a major economic force. It generates annual total revenue of €5 billion and provides around 180,000 jobs, with major potential for further job creation” (Department of Transport, Tourism and Sport, 2011). The Central Statistics Office Ireland shows the number of overseas visitors to Ireland was at a peak level in 2007 with a total of 8,012,000 visitors. Since 2007, the number of visitors to Ireland has decreased dramatically. However, “2011 is proving to be something of a transitional year for Irish tourism, as confidence with tourism performance in 2011 has returned to levels last seen in 2007” (Fáilte Ireland, 2011). This is a positive result for Irish tourism, as previous years have been somewhat of a struggle for anyone in the tourism industry. Dr Leo Varadkar, Minister for Transport, Tourism and Sport, has welcomed the 8% increase in visitor numbers in 2011. “I am pleased to see the full-year figures confirming a return to growth in tourism in 2011” (Irish Government News Service, 2011). Such figures include

“visits from overseas totalled over 6.5 million in 2011, visits from Britain were up 5.1% for the year, to 2.878 million, visits from the rest of Europe amounted to 2.283 million, up 11.6% on 2010, north American visits reached 987,100, up 5.5%, visits from the rest of the world, largely Australasia and developing markets, reached 356,700- up 12.2%”.

As quoted from the Irish Government News Service (2011), the above statistics are confirmed in the same article when it is stated that “CSO overseas travel figures show that 2.1 million people came to Ireland during the peak June to August period, an increase of 6.1% on the same period last year”. Despite the current economic decline, it is evident that visitor numbers to Ireland are increasing at a steady rate. This is a promising sign for the industry.

State visits have helped to increase numbers through the global media coverage they provided. Visits from Queen Elizabeth II, President Barack Obama and most recently China’s Vice President Xi Jinping have all helped to and will continue to increase numbers through the global media coverage of these visits. The positive relationship between Ireland and these countries was strengthened due to these visits will also help to increase visitors to our shores. In a press release article from The Department of Transport, Tourism and Sport (2011), the positive results from Queen

Elizabeth II and President Barack Obama are documented, “these visits have provided a unique and valuable platform for Ireland as a welcoming place to visit”. The article states that the visits generated approximately €298 million in terms of the global exposure Ireland received as a tourism destination. As China is a new and emerging destination where the Irish tourism industry hopes to see many tourist numbers coming from, a visit from China’s Vice-President, Xi Jinping, will have increased awareness in the Chinese market of Ireland as a tourism destination. Minister for Transport, Tourism and Sport, Dr Leo Varadkar spoke of how important this State visit was “The extensive coverage in the Chinese media of the visit by Vice-President Xi has done tremendous work in raising Ireland’s profile as a tourism destination” (Department of transport, Tourism and Sport, 2012).

Currently, Minister Dr Varadkar is in the process of developing a massive tourism project, the Gathering 2013, that hopes to further increase tourism numbers. The aim of the Gathering 2013 is “to encourage a climate and environment that will organically attract more tourists trips to Ireland” (The Gathering Ireland 2013 2012). With investment from the Minister of Finance of €140 million, this will help to achieve the aims of the Gathering 2013, which are to provide “a welcome boost in our overall tourism and job-creation efforts” and to “attract more than 320,000 people to Ireland that year” (Department of Transport, Tourism and Sport, 2011). It is fair to say that State visits have been very beneficial in helping boost Irish tourism and the Gathering 2013 will be a welcome boost to the Irish tourism sector.

### 2.1.3. Visitor Attractions

Fyall (2003) defines a visitor attraction as

“A permanently established excursion destination, a primary purpose of which is to allow public access for entertainment, interest or education; rather than being principally a retail outlet or venue for sporting, theatrical or film performances. It must be open to the public without prior booking, for published periods each year, and should be capable of attracting tourists or day visitors as well as local residents. In addition, the attraction must be a single business, under single management... and must be receiving revenue directly from visitors”.

An alternative definition for visitor attractions is proposed by Lew (1987:554) who describes it as “all those elements of “non-home” place that draw discretionary travellers away from their homes. They usually include landscapes to observe, activities to participate in, and experiences to remember”. In comparison yet in a much lighter sense, Inskip (1991) as cited in Beech and Chadwick (2006) suggest that a visitor attraction is “anything that serves to attract visitors, including a locality’s climate and scenic beauty, as well as distinctive cultural patterns, the friendliness of local residents, special events and retail outlets”. From these three authors, we can conclude that a visitor attraction is a place where tourists and local residents can spend their leisure time taking part in activities, educating themselves and most

importantly enjoying their free time at an attraction.

A visitor attraction is one of the most important aspects within the tourism industry. Tourists are drawn to destinations due to the visitor attractions available in that area. “Most cities regard the visitor attraction sector, as a critical factor in their survival, prosperity and growth as tourist destinations” Law (2002). Visitor attractions play a big role within a destination, “they are motivators that make people want to take a trip in the first place” (Fyall, 2003). Visitor attractions provide a reason to travel to a region, the more tourism activity the more likely the region will notice an increase in visitor numbers.

Visitor attractions are also used as marketing techniques, being “key products in marketing activities” (Fyall, 2003). Common examples are the use of the Sydney Opera House when marketing Sydney, Australia as a destination or the use of Madison Square Garden’s when New York is using its visitor attractions as a marketing tool. Fyall (2003) outlines why tourist attractions are of extreme importance for the tourism product as a whole, “the main interrelationships and interdependencies between visitor attractions and the wider tourism industry appear to focus on standard areas of mutual benefit”. It is important now more than ever that the tourism industry works together with the five A’s (attractions, amenities, accommodation, activities and accessibility) and looks towards internal growth in order to generate profits, “declining visitor attractions (...) have encouraged visitor attractions to expand their revenue streams into areas such as conference venues, events and off-site activities” (Fyall, 2003).

As mentioned, visitor attractions are the key motivator for travel and the success of visitor attractions are important for “those exclusive repeat visitors” (Fyall, 2003). If an industrial heritage attraction succeeds in recording repeat visits it has a strong position in the tourist market. “Visitor attractions may also play a crucial role in the revitalisation of an area or destination” (Fyall, 2003). A positive example of this is Las Vegas and the gambling scene that has been created in the American state, with casinos and hotels having helped to redevelop the region greatly.

Seasonality plays a big part in the success of visitor attractions. Fyall (2003) defines seasonality as “temporal imbalances in the market”. In Ireland, the most popular period to visit is during the summer months. Although this is a very busy time for visitor attractions and is a very welcome time, it means for the rest of the year visitor attractions are relatively quiet as “many attractions continue to be over dependant on highly seasonal market sectors” (Fyall, 2003). Seasonality also poses another issue as attractions are left to “face with competition from other service sectors offering the prospect of more permanent employment” (Fyall, 2003) which results in high employee turnover levels as seasonality causes problems for organisations looking for employees. Seasonality also means that management have to put more funding towards the hiring and training of staff. In conclusion, it is fair to say that visitor attractions are a key aspect for the marketing of destinations. Visitor attractions

have “the ability to stimulate market development and overall visitor spend” (Fyall 2003). Visitor attractions bring prosperity into an area, help to revitalise a regions and provide a large number of jobs for the local community.

## 2.2. *Industrial Heritage Attractions*

Llurdes (2001) describes industrial heritage tourism as “an industrial area, past or present, evolving to new purposes”. However, Edwards and Llurdes (1996) further describe industrial heritage tourism as “the development of touristic activities and industries on man-made sites, buildings and landscapes that originated with industrial process of earlier periods”. From this, the researchers’ can conclude that industrial heritage attractions are locations where previously work was carried out, but now this building is open for public viewing by local residents and tourists who have an interest in the particular activities of the sites. In order for a site to be deemed an industrial heritage attraction Edwards and Llurdres (1996) say it must

“Encompass the material remains of industry, such as sites, buildings and architecture, plants, machinery and equipment. Industrial heritage also refers to housing, industrial settlements, industrial landscapes, products and processes and documentation of the industrial society”

Beudet and Lundgren (1996) say that industrial heritage tourism is gaining popularity as the attraction itself is a place of historical presence which brings a sense of belonging, a feeling of nostalgia and a new and exciting experience for the tourist.

Residents can also benefit from the opening of an industrial heritage attraction in their area. If an area is in deterioration the opening of an industrial heritage attraction can help the area to escape from a negative reputation through a new found image and popularity. This can help the area to discover its local history and “improve a region’s image and to function as a public relations tool to counteract public prejudices towards industrial areas in decline” (Goodall, 1994; Harris, 1989).

Harris (1989) and Olgethorpe (1987) make a very valid point in their research of industrial heritage tourism when they point out that “Industrial tourism is often cited as a means by which urban areas can offset the effects of economic restructuring”. For this study, the focus of the primary research is on three successful industrial heritage attractions, the Old Jameson Distillery, Guinness Storehouse and the Old Bushmills Distillery.

### 2.2.1. *The Old Jameson Distillery*

The Old Jameson Distillery is located in the heart of Dublin on Smithfield square. It is the original home of Jameson Irish Whiskey, which was first produced in 1780. The Old Jameson Distillery offers a guided tour on how Jameson Irish whiskey is produced. There is also the Jameson gift shop, the 3rd Still Restaurant and three bars (JJ’s Bar, the 1780 Bar and the Discovery Bar) to taste all of the many Jameson Irish whiskeys.

During the summer months there is an Irish Night, which comprises a guided tour, a complementary Jameson drink followed by a three-course meal and entertainment in the form of Irish music and dance. The guided tour plus the services provided have made it a prominent stop on the tourist trail for tourists in Dublin, “The Distillery now welcomes over 250,000 visitors each year (...) making it one of Ireland’s finest visitor attractions” (IFSC.ie - The Old Jameson Distillery, 2011). The Old Jameson Distillery have announced that the attraction has noticed a “17% growth in visitors over the same period last year, with 107,000 visitors passing through the doors between January 1st and June 31st (...) with the majority of customers so far this year coming from the USA, France, Britain, Germany and Scandinavia” (EIBTM, 2012). This is a promising result during the current economic climate and this result will help the Old Jameson Distillery in reaching its aim of “continuing to grow our visitor numbers and to ensure we are a must-visit destination for locals and visitors alike” (EIBTM, 2012).

### 2.2.3. *Guinness Storehouse*

The Guinness Storehouse is located in St. Jame’s Gate, Dublin and is “Ireland’s No.1 tourist attractions” (Guinness Storehouse, 2011). The Guinness Storehouse comprises a gift shop, the Brewers Dining Hall, the Gravity Bar and a self-guided tour. Many of these characteristics are similar to their competitors’, the Old Jameson Distillery. The big difference between them is the type of tour they offer. The Guinness Storehouse tour is a self-guided experience. The Guinness Storehouse received over one million tourists through its doors in 2011: this is an increase of 10% on numbers from the previous year. Paul Carthy, managing director, believes state visits had a big part to play in the increase of visitor numbers; “state visits of US President Barack Obama and Her Majesty Queen Elizabeth last May and this had a positive impact on our visitor numbers” (Guinness Storehouse 2012). In comparison to 2010 figures, the Guinness Storehouse recorded an increase in visitor numbers from all target markets. These target markets include Ireland, Spain, Germany, Italy, the USA, the UK, Australia and New Zealand with “92% of all visitors to the Guinness Storehouse are from overseas” (Guinness Storehouse, 2012).

### 2.2.4. *Old Bushmills Distillery*

The Old Bushmills Distillery is located in, Bushmills, County Antrim. It is Ireland’s oldest working Irish whiskey distillery. In comparison to the Guinness Storehouse, the tour offered is a guided one. Like both attractions mentioned above, the Old Bushmills Distillery consists of the 1608 bar, the Distillery Kitchen Restaurant and a gift shop, all available on site. The fact that the distillery is a working distillery hinders the tour as only during certain times can visitors see the whiskey in production and being bottled (Bushmills, 2012). However, people enjoy seeing production right in front of their eyes, so the Old Bushmills Distillery is at an advantage here in comparison with other competitors.

Although visitor numbers are a fraction of those to the Guinness Storehouse and indeed the Old Jameson Distillery, the Old Bushmills Distillery has seen steady growth “the visitor centre officially opened in 1975 and over the last 35 years we have seen our visitor numbers steadily increase to over 100,000 per year” (Director, Gordon Donoghue as quoted from New Letter, 2010).

### 2.3. Marketing

Frain (1994) defines marketing as “the management process responsible for identifying, anticipating, and satisfying customer requirements profitably”. It is important that the marketing department of any organisation carry out its function which is to encourage numbers at visitor attractions and to do it effectively and efficiently. This is backed up by Palmer (2001) who states that marketing is “The management process which identifies, anticipates and supplies customer requirements efficiently and profitably”. The researchers’ is informed that it is important to remember “Marketing is about ensuring that the company makes what the customer wants to buy” Fifield (2007). It can be said that, marketing is knowing what your customer’s needs are and providing these needs in a way that is not costly to the organisation, in the hope that it will raise profits for the organisation. Marketing is essential for any visitor attraction as it “provides the basis for competition between destinations” (Middleton 2001). Marketing is recognized as the most efficient way to increase profits, develop products or services that meet the requirements of customers and therefore creating customer loyalty.

Middleton (2001) outlines a marketing strategy for visitor attractions and it is categorized into four groups. The first is actions of competitors: it is important to know the organisations competing against you, what they offer, how they offer it and how they market their organisation. The second, customer sophistication, refers to customers who have become highly educated in recent years. It is important to understand the buying methods of the customers, their expectations and what they deem to be value for money. The third, information and communications technology is extremely important for any organisation in today’s world. Most bookings for any facility are done through an online booking process. It is important for a visitor attraction to keep up to date with modern technology. Finally, more sustainable approaches to managing resources take into consideration the importance of conveying your organisations response to global needs and proper management of waste disposal.

#### 2.3.1. Marketing Communications

“Marketing communications are the means by which firms attempt to inform, persuade and remind customers-directly or indirectly-about the brands they market” (Kotler et al, 2009). Kotler et al (2009) outline the eight types of marketing communications: advertising, sales promotion, events and experiences, public relations and publicity, direct marketing,

interactive marketing, word-of-mouth marketing and personal selling. Advertising is “any paid form of non-personal presentation and promotion of ideas, goods or service by an identified sponsor” (Kotler et al, 2009). Types of advertising include “broadcast, print, Internet, outdoor, and other forms” (Kotler et al, 2010). Sales promotions are “short-term incentives to encourage the purchase or sale of a product or service (...) Sales promotion includes discounts, coupons, displays and demonstrations” (Kotler et al, 2010). Events and experiences are “company sponsored activities and programmes designed to create daily or special brand-related interactions” (Kotler et al, 2009). Public relations and publicity is “a variety of programmes designed to promote or protect a company’s images or its individual market offerings” (Kotler et al, 2009). Direct marketing is getting in touch with your target market through postal mail, fax, email and the internet. Interactive marketing is creating awareness and improving your brand image through “online activities and programmes” (Kotler et al, 2009). This type of marketing is becoming more popular due to advances in technology. Word of mouth marketing is when the general public speak about your product or service, making referrals and recommendations.

Personal selling is “face-to-face interactions with one or more prospective purchasers for the purpose of making presentations, answering questions, and procuring orders” (Kotler et al, 2009). It is important to note that any company’s marketing communications go beyond the eight types listed above, “the salesperson’s manner and dress, the place’s décor, the company’s stationery-all communicate something to the buyers” (Kotler et al, 2010). Any form of contact with potential customers creates brand strength, “the whole marketing mix must be integrated to deliver a consistent message and strategic positioning” (Kotler et al, 2010).

#### 2.3.2. Service Marketing

With a clear understanding of marketing, it is important that this is narrowed down to service marketing which will help to further understand the research question. Firstly, it is important to define the term service. “A service is an activity or benefit 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 product” (Kotler and Armstrong 1991). Kasper et al. (2006) state that “service marketing is about caring about the people, nothing more, nothing less”. This relates to the researchers’ proposal of this paper as it looks at increasing visitor numbers to industrial heritage attractions, therefore the marketing team should be people focused.

Dillane (2011) outlines the importance of service marketing as this generates customer loyalty and repeat business, with the “re-emphasis on relationships, retaining customers is less expensive than attracting new ones”. Technology is becoming increasingly important for service marketing with customers much easier to reach, for both an organisation and its competitors, “global competition-

facilitated by internet” (Dillane 2011). The economic downturn has also had an impact on service marketing as customers are more price sensitive and have become smarter shoppers in recent times, the “recession has put an emphasis on selling-making the sale, customers are more sophisticated and demanding” (Dillane, 2011).

Employees play a major role in service marketing. The service marketing mix entails the seven P's, product, place, promotion, price, people, physical evidence and process. People are “all the human actors participating in the delivery of a service provide cues to the customer regarding the nature of the service itself” (Wilson et al, 2008). People within the organisation may prove vital for the success of a business. Therefore it is important that management at the strategic level portray a positive image to the front line staff. This should not be done by forcing rules upon employees, but by strategic management embracing the service themselves, therefore employees believe in the service. Wilson et al (2008) reinforce this point: “culture is what employees perceive that management really believes, and employees gain an understanding of what is important in the organization through daily experiences they have with those people in key roles throughout the organization”. If front line employees really believe in the service, the service is then easily sold to customers.

### 2.3.3. Branding

“A successful brand is an identified product service, person or place augmented in such a way that the buyer or user perceived relevant unique, sustained added value that matches their needs most closely” (Kotler et al, 2009). The different aspects of a memorable brand include one or a blend of a strong logo, image, slogan, and jingle. Branding can play a functional role, “this is related to the performance of the product or service”, while also playing an emotional role “this is related to what the brand represents to the customer” (Dillane, 2012). Branding is extremely important in terms of marketing a tourist attraction and increasing visitor numbers here, customers “learn about brands through past experiences with the product and its marketing program, finding out which brands satisfy their needs and which do not” (Kotler et al 2009). If a visitor attraction has a strong brand, then this is half the battle towards becoming a successful and profitable organisation. There are many roles of branding for consumers: branding helps to perceive service quality, consumers are confident of the brand and have no worries when purchasing the service it is linked with. “Brands facilitate purchase so that customers don't have high levels of indecisions as to what to buy”, (Kotler et al 2009). Branding also reduces risk: with customer's lives becoming so fast paced and busy, customers can cut out any purchase related risk when they know of the strong brand behind a particular service. Branding is also of great benefit for companies, “branding can be a powerful means to secure competitive advantage” (Kotler et al, 2009); with branding being the main element that separates one organisation from another. This also applies when looking for employment, as

people always want to work for a credible company, a good brand “attracts higher-quality employees” (Kotler et al 2009). A large and strong brand name is tough to replicate, while “competitors may duplicate product or service design they cannot easily match lasting impressions left in the minds of individuals and organisations by years of marketing activity and service or product experience”, therefore leaving a brand in a market of their own.

In relation to the industrial heritage attractions that are the focus of this study, the success for them is strong brand equity. Brand equity “occurs when relevant constituents hold strong, favourable and unique associations about the corporate brand in memory” (Dillane, 2012). Basically, the stronger the brand is and what customers have read, seen, heard and felt about the brand in a positive manner, the more successful the service related to this brand will be. Brand equity is “reflected in the way consumers think, feel and act with respect to the brand, as well as in process, market share and profitability the brand commands for the firm” (Kotler et al 2010).

### 2.3.4. Brand Ambassadors

As this research paper concerns industrial heritage sites, it is important to recognise that these require a different marketing approach to more traditional products, “a different marketing approach is necessary for services marketing, because services differ from goods in many respects” Rao (2007). Pernod Ricard, owner of Jameson Irish whiskey, employs Jameson Ambassadors who promote the whiskey itself but also the idea of visiting the Old Jameson Distillery. The Oxford Dictionary (2011) defines an ambassador as “an accredited diplomat sent by a state as its permanent representative in a foreign country or a representative or promoter of a specified activity”. The Vital Ingredient (2012) describes the role of the Jameson graduate as

“Challenging and exciting and gives the graduate an opportunity to develop their skills in a number of areas. It is a combined sales and marketing programme and while the specific role varies according to the market placement, the graduate will be expected to: Be a Jameson Brand Ambassador”.

Kitchen (2008) defines a brand ambassador as employees who deliver “the brand promise to the customer, to rollout a new brand or for brand re-positioning within the organisation, or to promote a particular product or service”. A good brand ambassador knows their brand and the history of the company, knows the target market of the goods or service they are promoting. A good brand ambassador is knowledgeable, enthusiastic and can work easily in a group of people. Some advantages of a good brand ambassador include:

They interact with customers on a one on one basis providing vital information about the brand.

Brand ambassadors increase brand awareness.

They make the brand appealing to potential customers.

They can give customers flyers, free samples, or free passes which all leave an impression of the brand in the mind of the customer (Page, 2011).

Smilansky (2009) personifies the idea of a brand ambassador.

“Brand ambassadors need to be carefully selected to reflect the brand personality and bring it to life. If a brand is sophisticated, its brand ambassador must be the epitome of sophistication. On the other hand, if a brand personality is fun and comical, so must the brand ambassadors”

Companies may worry about the disadvantages of employing brand ambassadors. Some negative impacts of brand ambassadors include trust: does the company trust this person to sell the brand without their guidance and make the customer feel comfortable with the brand. Secondly, the cost of hiring and training a brand ambassador has a major impact on the company’s decision to hire a brand ambassador. However, the advantages of a brand ambassador outweigh the negatives impacts. If the target markets of the company are more brand-aware, this will lead to an increase in popularity of the brand and thus higher profit margins for the company, the main objective of any organisation.

### 3. Methodology

This paper will focus on the methods used to find this information and describe the tools used to gather all necessary material.

As outlined in the research proposal for this study, primary and secondary research was carried out in order to have an in depth understanding of the topic. Both primary and secondary research will be clearly defined in this section and each of the methods used within these topics will be defined also.

#### 3.1. Primary Research

Primary research will be of great importance for this research topic. It will give the author first-hand information on the topic. It will be the area where new information emerges and the primary research section will make up the greater part of this research.

The main reason for primary research is to discover what the Old Jameson Distillery, the Guinness Storehouse and the Old Bushmills Distillery do to market their tourist attraction. Through primary research, the author will discover the main marketing tools they use and how they use marketing tools differently to one another. It is important that the researchers’ discovers the marketing tools that each of these attractions use as this will provide relevant information for the completion of this study.

A face-to-face interview with The Old Jameson Distillery was carried out along with telephone interviews with the Guinness Storehouse and the Old Bushmills Distillery.

#### 3.2. Interviews

Interviews were chosen, by the author, as the questions can be structured and organised prior to the interview, yet if an interesting area of discussion comes up during the interview it can be debated further over the course of the interview.

Sediman states, “At the root of in-depth interviewing is an interest in understanding the experience of other people and the meaning they make of that experience” (Phillimore and Goodson, 2004). Interviews can help the researchers’ to understand the day-to-day use of marketing techniques. By holding an interview with the marketing managers at the industrial heritage attractions in question, useful information can be obtained. An in-depth interview can be described as “A set of probing questions, posed one-on-one to a subject by a trained interviewer to gain an idea of what the subject thinks about something or why he or she behaves a certain way”, (Griffin, 2011).

However, a semi-structured depth interview was adapted by the author. The reasons for this are that the questions are only a guide for obtaining information. The interviewee responds to core questions initially and the interviewer can start a discussion for a deeper understanding. It is important to develop the interview questions carefully to ensure a clear understanding by the interviewee and to gain accurate information. It is also of importance to analyse the questions several times for clarity and to exclude bias.

##### 3.2.1. Telephone Interviews

“Telephone interviews involve phoning a sample (unless it’s a census) of respondents and asking them a series of questions” (Domegan and Fleming, 2007). Telephone interviews were conducted with the marketing managers of the Guinness Storehouse and the Old Bushmills Distillery.

##### 3.2.2. Surveys

The researchers’ discovered that Jameson employs brand ambassadors who promote Jameson whiskey all over the world. It was decided to get in touch with Jameson’s current brand ambassadors who all have a Facebook page that they update regularly. The information gathered from these ambassadors was very beneficial for answering the researchers’ objectives. These brand ambassadors were one of the main reasons for the chosen research topic so a survey was of great benefit for this study. A survey was distributed to the brand ambassadors as a way of communicating with them and gaining relative information.

A survey “includes all techniques of data collection in which each person is asked to respond to the same set of questions in a determined order” (Griffin, 2011).

In order for surveys to be of any use they must be carefully designed and the purpose of the survey must be explained, clearly laid out and carefully planned. The main aim of a survey is to collect data that is essential in answering the researchers’ questions. The length of the survey is very important. It should not be too long but also not too short.

There should be enough questions to gain relative information but short enough to hold participants attention. A good way to hold the participants attention is by including different types of questions, e.g., open questions (where the respondent answers with their own opinion) and closed questions (list questions, ranking questions, rating questions, quantity based questions and multiple choice questions). Popper et al (2004) state the advantages and disadvantages of surveys.

3.3. Secondary Research

Secondary research for this study was the first step in finding background information on the research topic. Domegan and Fleming (2007) define secondary research as “information that has already been collected by someone else for another reason, other than the one on hand.” This information was found through the literature review as mentioned in the research proposal. The literature review analysed all relevant information in relation to this topic and was found through books and online resources. It provided the basic understanding of the research topic for the author and was critical in further development of this study.

3.4. Limitations of Research Methodology

The main limitation the author had with the research methodology was the unavailability of professionals within the industry. The response rate for the surveys was 46.15%. The researchers’ feels if a greater response rate was achieved more information would have been gathered and analysed in the discussion section which follows. Although an interview with the marketing manager from the Old Jameson Distillery was obtained with ease, the same cannot be said for either the Guinness Storehouse or the Old Bushmills Distillery. However after many phone calls and emails, these interviews were conducted.

4. Data Analysis

4.1. Results of Survey

This survey was completed by 6 Jameson Ambassadors in order to gain knowledge of their job and how it relates to the advertising of the Old Jameson Distillery, Dublin.

Question 1: What country/city are you based in?

- Prague, Czech Republic
- Austin, Texas, USA
- Brussels, Belgium
- Las Vegas, Nevada, USA
- Columbia, South Carolina, USA
- Stockholm, Sweden

This shows that Jameson employ Ambassadors who work in different parts of the world to promote the brand. The results below will show if these Ambassadors advertise the Old Jameson Distillery as part of their job.

Question 2: How many Jameson marketing events do you hold in a month?

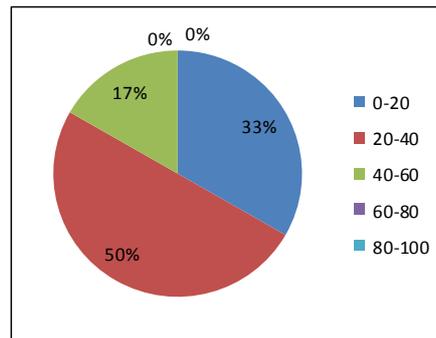


Figure 1: The number of marketing events held.

From the chart above one can see that 33% of Jameson Ambassadors hold 0-20 Jameson marketing events in a month, 50% of Jameson Ambassadors hold 20-40 Jameson marketing events in a month and 17% of Jameson Ambassadors hold 40-60 Jameson marketing events in a month.

Question 3: Approximately, how many customers attend these events on a monthly basis?

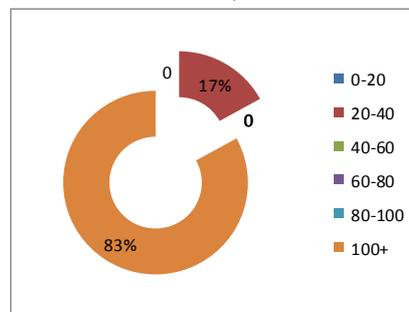


Figure 2: Attendance at Jameson marketing events.

From the table above, it is clear that over 17% of the Jameson Ambassadors have over 20-40 customers at these events. 83% of Jameson Ambassadors responded saying over 100 customers attend the Jameson marketing events on a monthly basis.

Question 4: At each event, how often do you interact with customers?

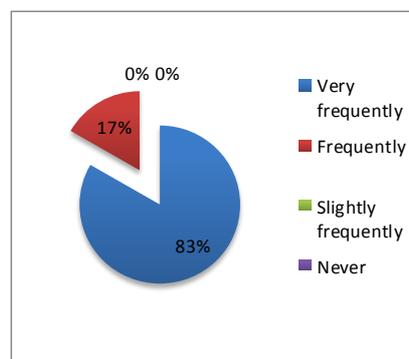


Figure 3: Interaction with customers.

The chart above outlines the responses to question 4 showing that 83% of Jameson Ambassadors interact with the customers at each event on a very frequently while 17% of Jameson Ambassadors said they frequently interact with customers at Jameson marketing events.

Question 5: As part of your job as a Jameson Brand Ambassador, do you advertise the Old Jameson Distillery, Dublin?

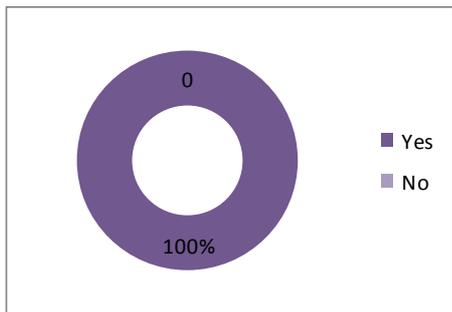


Figure 4: Do participants advertise the Old Jameson Distillery?

As the above table indicates, 100% of participants said that they do advertise the Old Jameson Distillery, Dublin, as part of their job.

Question 6: What form of marketing do you use to advertise the Old Jameson Distillery, Dublin?

I present it during my mentoring sessions, as the original home of Jameson. I also reserve tours for Czech tourists who approach me before going to Ireland, asking for a good place to see.

I organise for groups of people I meet who are travelling to Ireland to get a free tour of the OJD or Middleton distilleries.

Currently I don't have any supporting material to promote the OJD. I usually just speak about it and direct people to our website.

I encourage everyone I meet to visit the distillery and offer them a free admission pass.

Word of mouth.

Presentation format, we promote both OJD and the Jameson Distillery in Cork.

The responses to this section indicate a mix of advertising used by Jameson ambassadors, with two of the most common being an oral presentation and a presentation of information.

Question 7: Do you have a good knowledge of the Old Jameson Distillery, Dublin?

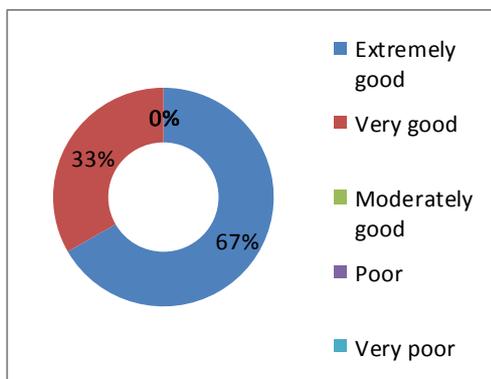


Figure 5: Jameson Ambassador's knowledge of the Old Jameson Distillery, Dublin.

The chart above shows that 67% of Jameson Ambassadors have an extremely good knowledge of the Old Jameson Distillery, Dublin, while 33% of the Jameson Ambassadors have a very good knowledge of the Old Jameson Distillery, Dublin.

Question 8: On a monthly basis, how many customers enquire about the Old Jameson Distillery, Dublin?

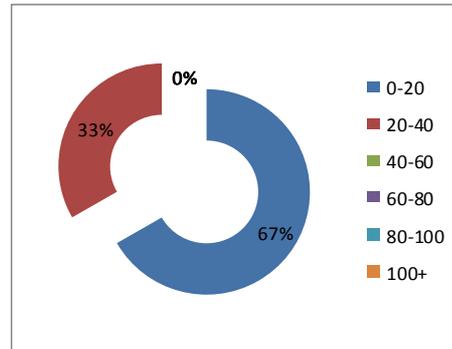


Figure 6: Percentage of customers that enquire about the Old Jameson Distillery, Dublin.

As is evident from the chart above, on a monthly basis 67% of Jameson Ambassadors get 0-20 customers enquiring about the Old Jameson Distillery, Dublin, while 33% of Jameson Ambassadors get 20-40 customers enquiring about the Old Jameson Distillery, Dublin.

Question 9: Have many customers said that they have visited and enjoyed the Old Jameson distillery, Dublin?

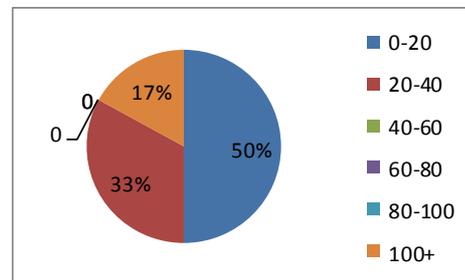
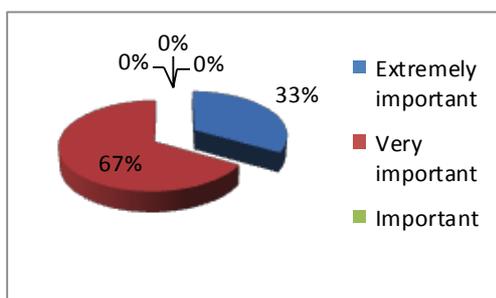


Figure 7: Customers that have enjoyed a visit to the Old Jameson Distillery, Dublin.

The table above shows that 50% of Jameson Ambassadors said that 0-20 customers have stated that they enjoyed a visit to the Old Jameson Distillery, Dublin, while, 33% of Jameson Ambassadors stated that 20-40 customers have enjoyed a visit to the Old Jameson Distillery, Dublin. A further 17% of Jameson Ambassadors choose other, a sample comment being: "It varies month to month.....one at every event!"

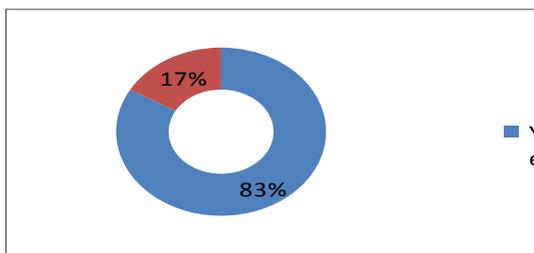
Question 10: As a Jameson Brand Ambassador, how important is it that you sell the Old Jameson Distillery, Dublin?



**Figure 8:** Importance of selling the Old Jameson Distillery, Dublin.

As one can see from the chart above, 33% of Jameson Ambassadors said it is extremely important for them to sell the Old Jameson Distillery, Dublin. A further 67% of Jameson Ambassadors said it is very important for them to sell the Old Jameson Distillery, Dublin.

Question 11: Do you feel, in your role as a Jameson Ambassador, that the promotion of the Old Jameson Distillery is an important part of the overall marketing of the Jameson brand.



**Figure 9:** If the promotion of the Old Jameson Distillery is as important as the promotion of the Jameson brand.

It is shown clearly in the chart above that 83% of the Jameson Ambassadors said that the promotion of the Old Jameson Distillery, Dublin is as important as the promotion of the overall Jameson brand. A further 17% of Jameson Ambassadors said that it is not important for them to promote the Old Jameson Distillery, Dublin in the overall marketing of the Jameson brand.

Question 12: Do you have any personal story about a recommendation you gave a customer to go to the Old Jameson Distillery, Dublin and they enjoyed it?

I have reserved a tour but they are not going until the end of this month, so I am happy to let you know how they have enjoyed the trip when they come back. American all love the distillery as they get to experience where their favourite whiskey comes from, however I would always recommend the Middleton Distillery first for those travelling outside of Dublin as it is a working distillery and people always prefer it. However for those going to Dublin I have had many people e-mail back saying they enjoyed the tour and the tasting at the end.

I frequently meet people, who have visited the distillery. They all have fond memories of it and Ireland. The best part is everyone always remembers the whiskey tasting at the end, and receiving their Jameson cocktail. This is where people really notice the difference between the whiskeys and how they really see for themselves the quality of the product.

I have given plenty of passes and ask all visitors to send me a picture of them at the distillery or feedback however I

still haven't received anything.

People like the tasting and certificate at the end!

I often get stopped by people that have been to the Old Jameson Distillery when they see my branded car because they want a picture in it, to show their friends that they went to the Old Jameson Distillery with that they got something that they didn't!

All but one of the Jameson Ambassadors who responded to the survey had received feedback or interest regarding their recommendation to visit the Old Jameson Distillery Dublin. Jameson Ambassadors have the ability to reserve tours and hand out free admission passes to customers.

#### 4.2. Key issues discussed during the interviews.

Interviews were conducted with Sabine Sheehan from the Old Jameson Distillery, Aishling McNally from the Guinness Storehouse and Stephen McKenna from the Old Bushmills Distillery. These interviews discussed various interesting topics that will be critical in answering the researchers' objectives. The topics of interest are discussed below. A full transcription of the interviews can be found in Appendices.

##### 4.2.1. Forms of marketing used to advertise these attractions

It seems that traditional types of marketing tools are used to advertise these attractions. Billboards and flyers are used mostly in Ireland to attract visitor numbers, "they're distributed through four suppliers to cover all of the south-east, the east coast, ferry ports, bed and breakfast, three, four and five star hotels so you would be looking on average of over 150,000 flyers going out in any three or four month period" (Sheehan, 2012).

In order to attract international visitors the Guinness Storehouse "are running an in-country PR campaign in the UK, USA and Germany" (McNally, 2012), their biggest markets. For the domestic tourist, the Old Bushmills Distillery "have a list of email addresses and send regular updates to hotels and B&B's here in the surrounding areas, all over Northern Ireland and in deed even in the Republic of Ireland" (McKenna, 2012). Bushmills "run campaigns worldwide and our website tell people about what is going on", (McKenna, 2012) this is done in order to encourage the whiskey on international customers and thereby encouraging visitors to the Old Bushmills Distillery by directing interested customers to the industrial heritage attractions website. For the Old Jameson Distillery, their main focus is getting in touch with the customer on a personal level. This is done by John Calley, CEO, who

"spends most of the year travelling to a lot of the Tourism Ireland trade shows as well as tourism conferences that are held around Europe and in the US on an annual basis... you're reaching a huge demographic of tour operators that are booking international visitors" (Sheehan, 2012).

The fact that John Calley has been CEO of the business for many years and has a vast knowledge of the industry gives the Old Jameson Distillery a great advantage when attracting more customers.

#### 4.2.2. *The importance of Brand Ambassadors*

The Guinness Storehouse and the Old Bushmills Distillery do not use Brand Ambassadors as a form of marketing their attractions. As regards the Guinness Storehouse they feel they “benefit from the fact that Guinness is sold in 150 countries worldwide so when engaged in a campaign in a particular company we can join forces with the in-market marketing teams to promote not just Guinness but also the Guinness Storehouse” (McNally, 2012). In relation to the Old Bushmills Distillery, they use their Master Distiller as a type of Brand Ambassador for both the brand itself and for the distillery, “our head distiller is going to the States prior to St. Patrick’s day and will do tastings over there pre St. Patrick’s day and people do tastings locally also...they are informed of the distillery and let people know it’s there” (McKenna, 2012). However, the Old Jameson Distillery use Brand Ambassadors to the greatest potential. For the Old Jameson Distillery these Brand Ambassadors

“are ‘the vital ingredient’ and not a truer word is said because not only do they turn people onto Jameson...they would be thrown into a market anywhere in the world from the Bahamas to South Africa to China and they literally are responsible for creating trade nights...where they can gather people together so shall we say they are impressed by the brand” (Sheehan, 2012).

However, not only is promoting the Jameson brand their core priority, it is evident from the researchers’s survey results with the Jameson Brand Ambassadors that 100% of the respondents said they advertise the Old Jameson Distillery. This is a vital way for the Old Jameson Distillery to communicate with potential customers. Sheehan meets with the Jameson Ambassadors every year: “they come to us every year as part of their training so they come to the distillery and receive a full days training tutorial from Ray Dempsey and John Calley about the role of the visitor centre which is vital” (Sheehan, 2012). Sheehan keeps in contact with the Jameson Ambassadors; she is their point of contact if they are in need of extra marketing tools,

“Bearing in mind if you’re in the middle of China or you’re in a city in Minnesota in America and you want to get some lovely pictures of the Old Jameson Distillery, it’ll blow people’s minds away and they will go off and transport these into huge screens for their events. They become very artistic in using these tools” (Sheehan, 2012).

#### 4.2.3. *The use of an international marketing team*

As mentioned above, the Old Jameson Distillery use Jameson Ambassadors to promote not just the brand but also the attraction. As well as these Jameson Ambassadors, Pernod Ricard, the company that owns Jameson, have a marketing team working abroad “to activate that market” (Sheehan,

2012). Sheehan spoke about Russia, an emerging market as an example, “there is Russian marketing teams from Pernod Ricard they’re working on behalf of Jameson and the graduate is then going out there to enhance that activity. So there is quite a number of people driving the activity in each market”. The Guinness Storehouse base their marketing teams in Dublin, “however our PR agencies are based overseas. We keep in regular contact with them and have check-ins by phone on a monthly basis” (McNally, 2012). There is no marketing team working abroad for the Old Bushmills Distillery, “we hang in the coat tails of whiskey advertising, we need the whiskey brand to do well for the distillery to do well” (McKenna, 2012).

#### 4.2.4. *The importance of social networking in the marketing of these attractions*

Social networking is fast becoming the main source of information about attractions for visitors before they even arrive at a destination, “it is the absolute essential quality of what people are saying about your brand and no matter how much money you spend on marketing, for the first time social media is creating that type of immeasurable content” (Sheehan, 2012). It seems all three attractions have realised the potential associated with this type of marketing. The Guinness Storehouse use Facebook and Twitter as “an important channel for us to engage with visitors both pre and post visit” (McNally, 2012). From the researchers’ interview with the Old Bushmills Distillery it was discovered that the distillery itself does not have a Facebook page; however, Bushmills the product, has a Facebook page which “always directs visitors to our website to find out more information” (McKenna, 2012). However, there are negative aspects of social networking and travel websites such as Trip Advisor can cause bad publicity for an attraction. Sheehan (2012) points out that you must take control of any negative comments,

“I will acknowledge and I will put more effort into responding to the bad review than the good ones...So, to show that you’re taking care of that, as an owner of that you are taking responsibility for it. Answering them honestly and then wishing them good, good wishes that you know we take feedback on board which is important”.

The Old Jameson Distillery is going one step further in terms of keeping up to date with modern technology. They are creating a Jameson app, which will be free to download when you get to the Distillery. The point of the app is to prolong the experience that a visitor has once they leave the Old Jameson Distillery,

“when you leave the Distillery then, it will take you on a guided walk around Dublin, to all key accounts that sell Jameson and you get a discount off your drink and as you’re walking down the street you’re getting a little story about John Jameson, so you know it just extends the experience in a virtual world and I think it is where social media creates conversation and allows us to do that” (Sheehan, 2012).

The effect of the current economic downturn on these attractions

Sheehan believes the recession had a big impact on the Old Jameson Distillery. However, in comparison to other attractions within the tourism industry she feels the Old Jameson Distillery is surviving due to their association with such a strong brand. Sheehan noticed “a real drop in numbers from the UK” and she puts this down to the increase in petrol prices which has stopped UK visitors travelling over to Ireland, with the weakness of the Euro also playing a part in the decrease in visitors. Due to the recession Sheehan’s marketing budget was reduced. In order to deal with the recession Sheehan “increased my sales calls to all of the Irish tour operators to corporate hotels giving them a presence, knocking on their door letting them know we are open for business”. The marketing team at the Old Jameson Distillery focus on the website, “I wanted to have more of a sort of web presence than a physical print for the visitor” (Sheehan, 2012).

Another focus for the Old Jameson Distillery is maximum exposure at tourist offices, “if we’re not there, we’re losing out” (Sheehan, 2012). The Guinness Storehouse believes “consumer confidence has affected numbers willing to travel and because of this we have experienced a decline in visitor numbers” (McNally, 2012). However, the Guinness Storehouse has recorded an increase in numbers in 2012 from the previous year so this is a promising result. To deal with the downturn, the marketing team at the Guinness Storehouse “held steady on price and still managed to maintain market share which was positive” (McNally, 2012). The Old Bushmills Distillery felt the economic climate “affected us in the sense that numbers have stayed constant, they haven’t gone up or gone any lower just stayed at a constant level and also, visitors are spending less when on site so spend per head is less” (McKenna, 2012). The marketing budget at the Old Bushmills Distillery has not changed; they are “still spending the same amount in the hope of attracting more visitors to the distillery” (McKenna, 2012).

#### *4.2.5. The main reasons for the marketing success of these attractions*

Sheehan believes that having such a strong brand behind the Old Jameson Distillery is a major benefit, “we are the marketing tool of the brand”. Another reason for the marketing success of the Old Jameson Distillery is that it is the original home of Jameson Irish whiskey, “that heritage and craft in one place, where the brand was born, you can’t buy that type of significance” (Sheehan, 2012). Sheehan also believes that the employees at the Old Jameson Distillery play a big part in their success. The Old Jameson Distillery has had only one CEO, John Calley, “he has been at every single event through partnerships with Fáilte Ireland and Tourism Ireland and Dublin Tourism, the Cork Convention Bureau, the Dublin Convention Bureau and any business association....that type of dedication pays off” (Sheehan, 2012).

The Guinness Storehouse puts their success down to the service they provide “50% of our visitors hear about us from friends and relatives who clearly had a positive and enjoyable time. So, in short, the secret of our success is the fantastic visitor service we deliver, day in, day out” (McNally, 2012). The image portrayed by the Old Bushmills Distillery is regarded as the main reason for the marketing success of the attraction, “we portray it as a social thing, we do it with friends and that’s where the enjoyment is” (McKenna, 2012).

## **5. Discussion**

The purpose of the literature review and collecting the data analysis is to help answer the researchers’ objectives. The researchers’ first objective is to discover the importance of service marketing for an industrial heritage attraction. As discussed in the literature review, marketing is about getting your service seen and advertised to as many people as possible. Service marketing is about knowing what your customers want and ensuring your employees are trained in order to provide the service to the highest degree. The Old Jameson Distillery has done this through flyers, online advertising and outdoor advertising, some of the marketing communication types mentioned in the literature review. Another way of getting their message across to the public is through exposure at key tourism conventions where big tour operators are in attendance.

As mentioned, the Old Jameson Distillery is in the process of developing an app for the attraction. This will be another great method of improving awareness of the Old Jameson Distillery. This app is also a way to keep Jameson in the mind of the customer and it will encourage them to pass on the idea of visiting the Old Jameson Distillery to friends. The marketing team at the Old Jameson Distillery believe social networking is vital. Therefore keeping up to date with modern technology is highly important within the tourism industry. With life becoming more fast-paced and people relying on the internet on a daily basis, it is one of the best ways to connect with potential customers.

The Guinness Storehouse use traditional advertising techniques, but they also use more modern techniques through use of the internet. The Guinness Storehouse believes “social marketing has increased its influencing power with visitors over the years”. The Guinness Storehouse has a strong web presence through their website and through Facebook and Twitter accounts. Social networking sites are becoming increasingly popular and an excellent way of communicating with tourists.

The Old Bushmills Distillery also use traditional marketing styles and they work closely with the Northern Ireland Tourist Board which helps to promote their attraction. They “don’t do much else to specifically attract visitors from abroad” which is unfortunate and something to look into. Before the Old Bushmills Distillery is marketed, the product itself is marketed; the promotion of the Old Bushmills Distillery comes second to that of the whiskey. The promotion of Bushmills is through worldwide campaigns and

then customers are advised to go to the Old Bushmills Distillery website in order to encourage customers to the attraction itself; it seems more needs to be done in order to market this attraction to its greatest potential. With the Old Jameson Distillery having both Jameson Ambassadors and international marketing agencies and the Guinness Storehouse also having international PR agencies, it is clear that an international base has been very beneficial for the successful running of these industrial heritage attractions. The Guinness Storehouse and the Old Jameson Distillery both have a strong brand behind the attraction and this is something the Old Bushmills Distillery are trying to achieve. Although this is a very important aspect and something the Old Bushmills Distillery will benefit from greatly, the researchers' believes they also need a strong marketing team for the attraction itself. These overseas marketing techniques have greatly improved awareness of the Guinness Storehouse and the Old Jameson Distillery to potential international customers and it is a route that the Old Bushmills Distillery needs to explore in order to gain extra business.

From the interview with Sheehan, the researchers' discovered that the Old Jameson Distillery has had the same CEO since it first opened up for business. This has ensured exposure for the Old Jameson Distillery at key marketing events, encouraging worldwide tourists to visit the Old Jameson Distillery. Through a strong management and marketing team awareness of the Old Bushmills Distillery could be improved, therefore creating an increase in visitor numbers.

The second objective is to investigate the importance of brand ambassadors for industrial heritage attractions. In the literature review a brand ambassador's role is stated as promoting a particular product or service. Employing brand ambassadors has been a very beneficial addition for the Old Jameson Distillery, as they are a vital asset in the promotion of the Old Jameson Distillery. The Jameson Ambassadors work in a range of cities across the globe making it is possible for them to spread the message of the facilities at the Old Jameson Distillery, to customers worldwide.

After having received training in the Old Jameson Distillery itself the Jameson Ambassadors are confident in their knowledge of the attraction. This is important as they can now advertise the Old Jameson Distillery and pass on key information to the potential visitors that are in attendance at the Jameson marketing events that they organise. A key aspect of the role of the Jameson Ambassador is that they speak to customers on a personal level. The majority of the Jameson Ambassadors have been in contact with people who have visited the Old Jameson Distillery, "I frequently meet people who have visited the Distillery. They all have fond memories of it and Ireland" (Jameson Ambassador, 2012). It is clear that the employment of the Jameson Ambassadors has been very beneficial to the success and popularity of the guided tour of the Old Jameson Distillery. Neither the Guinness Storehouse nor the Old Bushmills Distillery use brand ambassadors to the same degree as the Old Jameson Distillery.

The Guinness Storehouse has a marketing team that promote both the brand and the attraction. The marketing team at the Guinness Storehouse work in conjunction with the international marketing agencies in order to encourage visitor numbers to the attraction. The Old Bushmills Distillery will allow their Master Distiller to act as a Brand Ambassador on St. Patrick's Day in the States and will carry out whiskey tastings and inform potential customers about the idea of visiting the Old Bushmills Distillery. They also have people carrying out whiskey tastings on a local level, but this is not as constant or as influential as that of the Jameson Ambassador. Although visitor numbers have remained constant for the Old Bushmills Distillery, from the interview it is evident that they do not do anything in particular to attract international customers and they do not have a marketing team working abroad to attract visitors to the Distillery. The Old Bushmills Distillery is still using the same marketing techniques that were used during more affluent times. A way to update this could be through the use of brand ambassadors which could be a huge benefit to the Old Bushmills Distillery in helping to create awareness of the attraction and improve visitor numbers.

Both the Guinness Storehouse and the Old Bushmills Distillery could apply the ambassador programme to the attraction on a scale that suits their budget. The Guinness Storehouse and the Old Bushmills Distillery could employ ambassadors, but on a scale that suits the size of the attraction. Firstly, on a local level and then increase the number of ambassadors on a European level until eventually the opportunity arises to employ ambassadors globally like the Old Jameson Distillery. It is clear that the Old Jameson Distillery benefit greatly from the Jameson Ambassadors; they have created global awareness for the attraction. The face-to-face contact that the Jameson Ambassadors have with potential customers is invaluable for the attraction and creates a friendly and welcoming persona for the Old Jameson Distillery that has led to the continuing success of attraction. The employment of ambassadors is a potential option for both the Guinness Storehouse and the Old Bushmills Distillery to explore.

The researchers' final objective is to find out how industrial heritage attractions market themselves both to the domestic traveller and to international tourists. The literature review states that visitor attractions are a key factor within the tourism industry. Industrial heritage attractions can help to revitalise a region, therefore it is important that they are marketed to maximise their full potential. Sheehan and her marketing team at the Old Jameson Distillery work with Heritage Island, a marketing company which helps to promote visitor attractions in Ireland, in order to attract the domestic tourist. As regards international tourists, the Jameson Ambassadors promote the Old Jameson Distillery by use of slideshows and advising tourists to get more information from the website. They also have free passes which they distribute to potential visitors. The Old Jameson Distillery also works with Chivbo, a German coffee chain; the idea is that with a purchase of coffee you gain free admission to the Old Jameson Distillery. It is clear that creating a

partnership with another organisation creates a positive connection with the attraction in the mind of the tourist. This is a relatively simple idea and something that the Old Bushmills Distillery could adopt. It could simply be done by offering free admission for guests from certain hotels or working in partnership with one or more attractions to offer a discounted price to these attractions.

The Old Jameson Distillery is using social media in a strong way. Although the Old Jameson Distillery itself does not have a Facebook page the marketing team aim to turn the 75,000 Facebook friends of Jameson Irish whiskey “into advocates who eventually come through our doors” (Sheehan, 2012). The researchers’ would suggest that both the Old Jameson Distillery and the Old Bushmills Distillery create a Facebook page in order to communicate the idea of visiting the attraction directly to tourists rather than indirectly through the Facebook page of the whiskey. Rail and airport promotions are used in the promotion of the Old Jameson Distillery. These are all positive ways of attracting new customers. The Guinness Storehouse aim to increase the number of domestic tourists by communicating to potential visitors the idea of visiting not just their attraction but also visiting Dublin as a tourist destination. The Guinness Storehouse realise that working with other facilities in the area rather than competing with them creates more tourists for the area and thereby creates more tourists to the Guinness Storehouse. If the Old Jameson Distillery and the Old Bushmills Distillery realise the benefits of working with local amenities in the area it will increase awareness of the attractions on a larger scale with the possibility of increasing visitor numbers. As regards marketing to the international tourist, the Guinness Storehouse run campaigns in their key markets of the UK, the USA and Germany. They have international PR agencies working to attract the overseas visitor. The marketing team based in Dublin keep in touch with these agencies on a regular basis to inform them of key events happening at the Guinness Storehouse.

The Old Bushmills Distillery, as mentioned, work with the Northern Ireland Tourist Board to communicate with domestic tourists. An email is also sent out to a list of local accommodation providers, to keep them updated on what is happening at the Old Bushmills Distillery. The aim of these emails being to encourage not only the international visitor but the domestic one at these accommodation providers to visit the Old Bushmills Distillery. During the researchers’ interview with the Old Bushmills Distillery it was noted that they do not have an international marketing team. As mentioned Bushmills run a worldwide campaign to promote the whiskey but it seems little is done to promote the Old Bushmills Distillery on an international level. The researchers’ believes that a marketing team working abroad to encourage visitors to the destination is extremely important, as has been shown by the Old Jameson Distillery and the Guinness Storehouse.

## 5. Conclusion and recommendations

Throughout this research the author has focused on three industrial heritage attractions, the Old Jameson Distillery, the Guinness Storehouse and the Old Bushmills Distillery. Due to the economic downturn it is important to regularly increase visitor numbers to gain an advantage over your competitors. By modernising marketing techniques, industrial heritage attractions can improve brand awareness, improve visitor numbers and create repeat customers. A detailed look into the marketing techniques used by each attraction was undertaken. The collection of primary research by the author and analysing the information gathered has led to an important discussion of the researchers’ topic “The importance of service marketing to increase numbers at industrial heritage attractions”.

This study has examined the importance of service marketing for industrial heritage attractions. The importance of brand ambassadors has also been identified. In addition, how key industrial heritage attractions market themselves to the domestic and international tourist has been explored. Firstly, the literature review was carried out in order for the researchers’ to gain an in depth understanding of the research topic. The use of books, journals and online resources were extremely important here. The main source of first-hand information for this study was through the researchers’ primary research where surveys were carried out and answered by the current Jameson Ambassadors and interviews were conducted with marketing professionals at the industrial heritage attractions which were the focus of this study. Within the data analysis paper the findings of both the surveys and the interviews are reported. These findings were significant in helping the researchers’ answer the objectives of this study.

It is clear that the Jameson Ambassador programme has been and continues to be a great success for Jameson. Not only are they promoting Jameson Irish Whiskey but they also promote visiting the Old Jameson Distillery to their greatest potential. The researchers’ has first-hand experience with visitors who were encouraged to visit the Old Jameson Distillery by these Jameson Ambassadors after having worked in the Old Jameson Distillery. Through the surveys with these Jameson Ambassadors and the interview conducted with the marketing manager at the Old Jameson Distillery, it has been proven that the Jameson Ambassadors are key assets in raising awareness of the attraction. Neither the Guinness Storehouse nor the Old Bushmills Distillery run a brand ambassador programme and the researchers’ believes it is an avenue worth exploring. These ambassadors can speak to potential customers face-to-face and this kind of exposure is vital for increasing visitor numbers. The Guinness Storehouse and the Old Bushmills Distillery use mostly traditional marketing methods and the researchers’ believes by adopting the brand ambassador programme an increase in awareness for these attractions could be established thereby increasing visitor numbers.

This research topic has also highlighted the increasing importance of social media as a means of getting in touch with potential customers, both domestic and international. Social networking is fast becoming the main source of

communication between marketing professionals and customers, through the use of Facebook, Twitter, emails, Trip Advisor and also the latest technology adapted by the Old Jameson Distillery, an app. In today's high paced society a tourist's first stop when planning a trip is the internet. A strong web presence is important to show case your attraction and the facilities available to your potential visitors.

An opportunity exists for the Old Bushmills Distillery to expand its marketing team through an international marketing base. It has been made clear how well the Old Jameson Distillery and the Guinness Storehouse have benefited from an international presence. Considering the large amount of international tourists Ireland receives each year, the Old Bushmills Distillery should aim to attract as many of these visitors to the attraction and the researchers' believes that a marketing team working overseas, working directly to attract visitors to the Old Bushmills Distillery would have a big impact on their visitor numbers. This study has shown how important marketing is for industrial heritage attractions. A strong marketing team may be the success factor for any attraction. Marketing is about getting the attraction noticed and creating awareness in the eyes of the tourist, both home and abroad. The channels used have been discussed in this study and the following section highlights some recommendations the researchers' has for the tourism industry.

Little research has been conducted in this area making this paper one of few to discuss and explore the area. Further research is needed to explore the potential of brand ambassadors in the tourist sector.

More research also needs to be undertaken into the importance of the internet for the marketing of industrial heritage attractions.

It is important that the brand behind industrial heritage attractions work hard to increase brand awareness and brand loyalty. This will lead to an increase in visitor numbers for these attractions as is the case for Jameson and Guinness, two very strong and world famous brands. However, Bushmills is not as highly recognised as Jameson and Guinness, therefore if the marketing team worked to make it a more popular brand this would help to increase numbers at the Old Bushmills Distillery.

The tourism industry is an extremely vulnerable sector and this is evident through the decrease in visitor numbers experienced during the economic downturn. The researchers' would recommend specific methods be put in place in order to deal with such a decline in the future. Examples are encouraging families to visit by creating an alcohol awareness event or an alcohol awareness day for school students; this has the potential to open new markets for the Old Jameson Distillery for the future.

The Old Jameson Distillery is in the process of developing an app in order to increase visitor numbers to the attraction. Not only will this app improve the tourists experience at the Old Jameson Distillery but it will also be available to customers freely on the internet before they arrive at the Old Jameson Distillery. This is another way the Guinness Storehouse and the Old Bushmills Distillery can

update their marketing techniques in order to increase awareness among international and domestic tourists.

The researchers' learned that the Guinness Storehouse is the only attraction that has their own Facebook and Twitter accounts. The Old Jameson Distillery and the Old Bushmills Distillery rely on the Facebook account of their associated whiskey. As social networking is becoming increasingly popular, it is important that all attractions have their own Facebook and Twitter accounts in a bid to communicate with previous and potential customers.

We saw that the Old Jameson Distillery benefits from an alliance with Chivbo. This strategy could be beneficial to smaller attractions such as Old Bushmills Distillery in reaching out to new markets through a positive partnership with another company.

The researchers' believes that the Guinness Storehouse and the Old Bushmills Distillery should look into hiring brand ambassadors as a marketing tool to increase numbers at these attractions. It is evident from this study that the Jameson Ambassadors have become crucial in improving awareness of the Distillery on an international level.

The industrial heritage attractions discussed in this paper all use various methods in promoting their attraction in the hope of attracting new visitors and continuing their experience with previous visitors. These methods need to be developed further as they each have the potential to improve the visitor numbers and the awareness of the heritage site. The attractions need to consider adopting methods used by their competitors, but adapting it to suit their attraction in order to achieve their targets. In exploring these new methods of marketing industrial heritage attractions, the inevitable result will hopefully be an increase in visitor numbers to industrial heritage sites.

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