FEEDBACK TUTORIAL LETTER

ASSIGNMENT 1

SECOND SEMESTER 2017

MARKETING AND BRAND MANAGEMENT

[MBM712S]
Dear Student

Assignment 1 has been marked and this serves as feedback on the assignment. I have included some basic feedback in your individual assignments but I hope that the answers contained in this feedback letter will guide you through finding the correct solutions more easily.

MARKETING AND BRAND MANAGEMENT
(MBM712S)

ASSIGNMENT 1 100 Marks

Case Study of Namibia Wildlife Resorts (NWR)

Namibia Wildlife Resorts is a State owned enterprise, mandated to run the tourism facilities within the protected areas of Namibia. Its only shareholder is the Government of the Republic of Namibia; hence, it belongs to the Namibian people. The company was created through an Act of Parliament, the Namibia Wildlife Resorts Company Act, and has been in existence since 1998.

Vision

NWR is a recognised leader in tourism and hospitality services in Namibia

Values

- Accountability
- We are responsible and answerable to stakeholders for decisions and actions.
- Integrity
- We walk our talk; our personal and professional conduct is consistent with the common public good, we are trustworthy.
- Passion
• We employ people with a zest for life and work; who are fully engaged with work and life.

• Respect

• We respect our clients, colleagues and all stakeholders.

With regards to lodging, NWR offers three different collections within Namibia’s protected areas;

• **Eco Collection** - Enjoy an intimate getaway within our National Parks in our environmentally friendly establishments;

• **Classic Collection** - Experience a wide variety of accommodation options within our National Parks and urban areas; and

• **Adventure Collection** - If you are a budget conscious traveller, you will certainly find an option that suits you.

NWR provides intimate park experiences through guided night drives in Etosha National Park; sunrise and sunset excursions to the majestic Sossusvlei; relaxing massages and wellness treatments using the healing properties of the natural hot springs mineral water at /Ai-/Ais – all in the company of the most passionate and professional staff. The company also offers real adventure activities such as hikes into Namibia's iconic landscapes on signature trails such as the Fish River Canyon - the world's second largest canyon (four to five days and approximately 50 miles) and the Namib Naukluft Hiking Trail – considered one of the toughest in Southern Africa (eight-day/74 mile option or four-day/37 miles winding through the rugged Naukluft Mountains.

NWR offers something for everyone – whether it is photography, nature, wildlife, landscapes, geology, camping, fishing, birding, history, culture or just the pure exhilaration of finding yourself surrounded by the essence of Africa – NWR is your willing partner and host.

**QUESTION 1**
1.1 Develop a Marketing Plan for NWR using the above case study. (Students can also visit the NWR website and contact the company for more information).

The Rubric below clearly explains the specific criteria we will be looking for as we evaluate your assignment 1.

Rubric 1 Only the following information is needed

<table>
<thead>
<tr>
<th>Rubric Description</th>
<th>Marks</th>
</tr>
</thead>
<tbody>
<tr>
<td>Situational analysis</td>
<td>10</td>
</tr>
<tr>
<td>Develop a positioning statement</td>
<td>10</td>
</tr>
<tr>
<td>Develop five clear objectives</td>
<td>10</td>
</tr>
<tr>
<td>Activities: Develop a swot analysis,</td>
<td>20</td>
</tr>
<tr>
<td>Develop a marketing mix (4Ps) strategy used to market the services</td>
<td>20</td>
</tr>
<tr>
<td>NWR</td>
<td></td>
</tr>
<tr>
<td>Language/grammar, correct typing.</td>
<td>10</td>
</tr>
<tr>
<td>Total</td>
<td>80</td>
</tr>
</tbody>
</table>

Sample Answers to Question 1

Situational Analysis

The student was required to do a situational analysis of the Namibia Tourism industry to include the some of the following;

✓ Tourist numbers, origin and destination choice
✓ Tourist travel motivation and behaviour
✓ Players in the industry/the establishment
✓ Management and control of the players
✓ Contribution of the Tourism Industry to GDP
✓ Tourism Industry competitiveness
✓ NWRs marketing mix and competiveness within the industry
**Markers Comments**

Some students did not understand what is involved in a situational analysis resulting in the inclusion of information that was not relevant. Some students did not do a situational analysis at all losing marks as a result.

**Positioning statement**

The student was required to give a positioning statement with respect to the some of the following:

- ✓ Vision
- ✓ Values, corporate culture, management style
- ✓ Target clientele/audience
- ✓ Focus
- ✓ Brand and service promise
- ✓ Frame of reference
- ✓ Partnerships
- ✓ Competitive advantage

**Markers comments**

Most students who got low marks did not understand the ‘what’ and ‘how’ to write a positioning statement. A positioning statement is a short/crisp statement giving the organisations competitive advantage and often starting with words like ‘We promise’ ‘We offer’ ‘Our brand---’ etc.

**Clear Objectives**

The student was expected to develop clear objectives from among the following areas:

- ✓ Business growth
- ✓ Expenses/payroll expenses
- ✓ Room occupancy
- ✓ Contribution to economic development of Namibia
- ✓ Tourism leadership position
- ✓ Tourism liaison/communication
- ✓ Community based tourism development
- Tourism industry transformation
- Tran frontier tourism development
- Promotion of wild life conservation
- General tourism development
- Promote tourism planning and general advisory services to stakeholders
- Address quality issues

**Markers Comments**

Students were only required to ‘develop’ ‘five’ objectives. Most students gave more than five objectives most of which appear to come from the same source. Strategic objectives need to be broad in nature.

**SWOT Analysis**

The student was required to do a SWOT analysis of NWR to cover some of the areas outlined in the table below;

<table>
<thead>
<tr>
<th>Strengths</th>
<th>Weaknesses</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Strategy</td>
<td>• Systems</td>
</tr>
<tr>
<td>• Structures</td>
<td>• Staff</td>
</tr>
<tr>
<td>• Skills</td>
<td>• Facilities</td>
</tr>
<tr>
<td>• Leadership style</td>
<td>• Communication</td>
</tr>
<tr>
<td>• Shared values</td>
<td></td>
</tr>
<tr>
<td>• Brand strength</td>
<td></td>
</tr>
<tr>
<td>• Reputation</td>
<td></td>
</tr>
<tr>
<td>• Teamwork</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Opportunities</th>
<th>Threats</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Local market growth</td>
<td>• Decline in international tourism</td>
</tr>
<tr>
<td>• Strong relationships with suppliers</td>
<td>• Decline in local tourism due to economic recession</td>
</tr>
<tr>
<td>• Develop overseas markets</td>
<td></td>
</tr>
</tbody>
</table>
Markers Comments

Students could choose from a variety of issues to focus on the SWOT. The use of a table to present the SWOT is advised as it is easier to compare strengths against weaknesses, threats against opportunities etc. A comprehensive SWOT was required to get full marks.

Marketing Mix (4Ps) Strategy

The marketing mix should cover the 4 Ps namely;

- ✔ Product
- ✔ Price
- ✔ Promotion and
- ✔ Place.

The student is required to ‘develop a marketing mix’ and not to state what MWR is doing. The strategy should clearly show the proposed Products, the pricing, the promotional and placement of the proposed products.

Markers Comments

Students were required to ‘develop a marketing mix’ but most simply stated what the NWR is doing in terms of the 4 Ps as outlined on their website and/or information available in their offices/premises. This was one of the questions that were not answered well.

Presentation
The student is required to present assignments guided by the ‘Instructions/requirements for assignments’ on page 12 of the Tutorial Letter.

Markers Comments

Students are required to follow the presentation instructions/requirements for assignments outline in the Tutorial letter. All assignments should be typed.

Sample Answers to Question 2

Factors that contribute to business strength and weaknesses

The student could choose from among the following factors;

✓ Profitability
✓ Technology/process efficiency
✓ Resources
✓ Product range, quality and brand reputation
✓ Knowledge of the market
✓ Market share
✓ Value accorded to employees
✓ Image of the company
✓ Effectiveness of communication
✓ Innovation

Markers Comments

Students could choose from a range of factors. It would help if the student indicated whether the factor contributed to strength or to a weakness. There was evidence that students were picking answers from the same source.

Characteristics of a great marketing company

The student could pick four characteristics from among the following;

✓ Effective selection of markets
✓ Working relationships between departments
Customer and market focus/knowledge of the customer
Continuous assessment of customer satisfaction and loyalty
Staff motivation/incentives/passionate and enthusiastic people
Data driven
Digital/social network exposure
Design/planning focused
Focus on business growth and revenue
Continuous learning and development/a learning organisation

Markers Comments
Students were required to choose only 4 characteristics from a range of factors outlined above. Students need to be creative as all answers appear to come from the same source.

Markers General Comments
1. Students who did not do well largely failed to understand the questions asked.
2. There were inconsistencies in answering questions with some very well done while others were answered poorly by the same student.
3. There were cases of lack of understanding of what the SWOT entails.
4. Some students did not answer question 2 entirely losing marks as a result.
5. Some answers were too short resulting in the student losing marks for insufficient answer. Students need to look at the verbs used in the questions and the marks allocated to determine what to include and what to leave out.
6. Attachments which do not answer the question are not required. Attaching the NWR Strategic Plan is not necessarily answering the question.
7. There was evidence in some cases that insufficient effort was not put into preparing and answering the question. Copy and paste is not allowed and students are required to produce original work.
8. All students need to be given orientation on answering assignment and examination questions.