
TRAVEL AND TOURISM

9395/03

Paper 3 Destination marketing

For Examination from 2017

SPECIMEN MARK SCHEME

1 hour 30 minutes

MAXIMUM MARK: 50

This document consists of **11** printed pages and **1** blank page.

Question	Answer	Marks
1(a)	<p data-bbox="308 230 1197 264">Explain <u>two</u> ways in which Guam has created its brand identity.</p> <p data-bbox="308 304 1321 405">Award one mark for each of two identified features of Guam’s brand identity plus an additional mark for an explanation of how these features create brand identity.</p> <p data-bbox="308 443 1238 477">Responses may include the following and/or other relevant information:</p> <ul data-bbox="308 510 1313 752" style="list-style-type: none"><li data-bbox="308 510 1313 611">• The brand slogan is ‘Where America’s day begins’. (1) This helps clearly identify Guam as an American territory/adds a unique context to the island’s location being close to the International Date Line. (1)<li data-bbox="308 611 1313 752">• The brand logo is a pile of different coloured crescents, simulating smiles (1). The crescents represent different features of the Guam tourism product – sail boats, shapes of shells, waving arms, the smile of a tourist. (1) <p data-bbox="308 786 959 819">Other relevant responses should also be credited.</p>	4

Question	Answer	Marks
1(b)	<p>Assess the reasons why an island such as Guam must brand itself as a destination.</p> <p>Candidates are expected to be aware of the reasons for branding destinations. They should be able to combine their theoretical knowledge of these underpinning reasons for destination branding with information from Fig. 1, to present an applied response specific to Guam as a destination.</p> <p>Responses may include the following and/or other relevant information:</p> <ul style="list-style-type: none"> • To change perceptions about the destination. • To ensure the future of the community. • To raise awareness and to develop its potential as a tourist destination. • To remain competitive. • To make it more appealing. <p>Other relevant responses should also be credited.</p> <p>Mark according to the levels of response criteria below:</p> <p>Level 3 (7–9 marks)</p> <p>Candidates will show a clear understanding of the question and include detailed identification and explanation of particular reasons for destinations branding themselves (listed above). Candidates effectively assess some of these reasons and clearly attempt to show the importance of each one mentioned. There is sound and frequent evidence of thorough, detailed and accurate knowledge and understanding of concepts and principles using appropriate terminology as well as specific reference to Guam.</p> <p>Level 2 (4–6 marks)</p> <p>Candidates will show an understanding of the question and include identification and explanation of one, two or more reasons for destinations branding themselves (listed above). The answer is relevant and shows reasonable knowledge and understanding of concepts and principles with some use of appropriate terminology. There will be some reference to Guam.</p> <p>Level 1 (1–3 marks)</p> <p>Candidates identify, in list format, or describe one, two or more reasons for destinations branding themselves (listed above). The answer is basic and shows limited knowledge and understanding of concepts and principles with limited use of appropriate terminology. There may be some reference to Guam.</p> <p>Level 0 (0 marks)</p> <p>No rewardable content.</p>	9

Question	Answer	Marks
1(b)	<p>Exemplar response</p> <p>As a small island destination Guam is in direct competition with many other island destinations in trying to attract tourists. Using a strong destination brand is one way in which Guam can be competitive and attract the attention of new visitors as well as repeat visitors. The tourist authorities in Guam wish to raise awareness of what the island can offer to visitors and recognise that its unique position as a territory of the USA and its location in the Pacific Ocean give it a Unique Selling Point.</p> <p>By adopting a brand with an easily identifiable logo and a memorable slogan such as Guam's 'Where America's day begins', the tourist authority in Guam is attempting to change any perception potential visitors may already have of the destination. An association with the traditional sun, sea and sand image, together with cultural references to its Spanish heritage help make it more appealing to potential visitors.</p> <p>In its marketing literature, the Guam Visitor Bureau mentions the promise of what the community of the destination can deliver as part of the visitor experience. This reflects another reason for destinations using branding - namely to ensure the future of the local community within its role as destination host. This is very much reflected in Guam's involvement of the local community in showcasing the best of what the island offers.</p>	

Question	Answer	Marks
1(c)	<p>Evaluate the range of market analysis tools and techniques that tourism stakeholders in Guam may use to assess the destination’s brand positioning.</p> <p>Candidates should use their knowledge and understanding of a range of market analysis tools and techniques to decide which will best enable tourism stakeholders in Guam to assess the destination’s brand positioning.</p> <p>Candidates may mention the following tools:</p> <ul style="list-style-type: none"> • SWOT Analysis • PEST Analysis • Ansoff and Boston Matrices. <p>Candidates may mention the following techniques:</p> <ul style="list-style-type: none"> • Statistical analysis • Competitor analysis. <p>Other relevant responses should also be credited.</p> <p>Mark according to the levels of response criteria below:</p> <p>Level 3 (9–12 marks)</p> <p>Candidates will show a clear understanding of the question and include detailed identification and explanation of particular market analysis tools and techniques (listed above). Candidates effectively evaluate some of these tools and techniques and clearly attempt to show the importance of each one mentioned. An overall judgement about which tools and techniques are most useful in assessing Guam’s brand position will be made. There is sound and frequent evidence of thorough, detailed and accurate knowledge and understanding of concepts and principles using appropriate terminology as well as specific reference to Guam.</p> <p>Level 2 (5–8 marks)</p> <p>Candidates will show an understanding of the question and include identification and explanation of one, two or more market analysis tools and techniques (listed above). The answer is relevant and shows reasonable knowledge and understanding of specific marketing concepts and principles with some use of appropriate terminology. There will be some reference to Guam.</p> <p>Level 1 (1–4 marks)</p> <p>Candidates identify, in list format, or describe one, two or more market analysis tools and techniques (listed above). The answer is basic and shows limited knowledge and understanding of specific marketing concepts and principles with limited use of appropriate terminology. There may be some reference to Guam.</p>	12

Question	Answer	Marks
1(c)	<p>Level 0 (0 marks)</p> <p>No rewardable content.</p> <p>Exemplar response</p> <p>Tourism stakeholders in Guam will use a range of market analysis tools and techniques in order to assess the destination's brand position.</p> <p>Market analysis tools include SWOT and PEST analyses and Ansoff and Boston matrices. Market analysis techniques include statistical and competitor analyses.</p> <p>Carrying out a SWOT analysis is relatively easy for any organisation to undertake; it involves identifying the 'internal' strengths and weaknesses of Guam's tourism provision, i.e. things that are within the control of tourism providers in Guam as well as the 'external' opportunities and threats - i.e. things that may be beyond the control of providers in Guam. Often a full situation analysis is carried out to also cover PEST analysis, which examines the overall marketing environment in which Guam operates as a tourist destination. This would include political influences, such as whether the Government supports the development of tourism provision in the destination; economic influences, such as the contribution of tourism to Guam's Gross Domestic Product (GDP) or the number of jobs tourism supports across the island. Social influences might include the provision of training, offered to employees in hotels or local community craft workers, whilst technological influences could include the reliability of Wi-Fi connectivity across Guam, in supporting online marketing. These tools help determine how Guam is perceived as a destination based on positive and negative impacts of tourism provision. Tourism stakeholders use this information to make decisions. Tourism providers will change aspects of their provision to enhance the positives and to overcome the negative aspects.</p> <p>Ansoff Matrix and the Boston Matrix require slightly more marketing knowledge to apply. Ansoff looks at market position and market growth, so in the case of Guam, tourism stakeholders will identify existing products in the existing market, or existing products which could enter new markets etc.</p> <p>The Boston Matrix considers the relative market share of products/services against market growth i.e. the popularity of products and services measured in volume and value. To carry out this type of market analysis, tourism stakeholders in Guam would need access to sales data, which makes this a more complex tool to use.</p> <p>Similarly the techniques of competitor analysis and statistical analysis can be used to measure Guam's brand position as a destination. Competition analysis is relatively easy to carry out - this involves an identification of direct and indirect competitors of the destination. Statistical analysis is more detailed depending on the availability of relevant numerical data - visitor volumes, value of sales etc.</p>	

Question	Answer	Marks
2(a)	<p data-bbox="304 232 1329 300">State Beijing’s likely position on the Butler ‘Destination Lifecycle’ model and give reasons for your decision.</p> <p data-bbox="304 338 1310 439">Award one mark for an identified stage from the Butler ‘Destination Lifecycle’ model and up to three marks for an appropriate explanation of this choice of stage.</p> <p data-bbox="304 477 1238 510">Responses may include the following and/or other relevant information:</p> <ul data-bbox="304 548 1310 819" style="list-style-type: none">• Stage: Stagnation. (1)• Decrease in number of visitors to China and to Beijing. (1)• Number of complaints from tourists is increasing showing dissatisfaction with tourism offering. (1)• Attractions are overcrowded. (1)• The new brand identity has not been communicated to the potential market. (1)• Lack of investment in marketing Beijing as a destination. (1) <p data-bbox="304 857 959 891">Other relevant responses should also be credited.</p>	4

Question	Answer	Marks
2(b)	<p>Assess the ways in which a review of the marketing mix of tourism organisations in Beijing might be used to increase its appeal as a destination.</p> <p>Candidates are expected to understand the four elements of the marketing mix and how tourism organisations can use the marketing mix to increase the appeal of a destination.</p> <p>Responses may include the following and/or other relevant information:</p> <ul style="list-style-type: none"> • Product: tourism providers in Beijing can offer a wider range of specialised tourism products to cater to different segments of the market. • Price: different pricing strategies can be used to appeal to different market segments. • Place: different channels of distribution can be considered to establish better links between tourism providers and the customers. • Promotion: a range of different forms of promotion can be considered, including e-brochures and advertising campaigns. <p>Other relevant responses should also be credited.</p> <p>Mark according to the levels of response criteria below:</p> <p>Level 3 (7–9 marks)</p> <p>Candidates will show a clear understanding of the question and include detailed identification and explanation of how each element of the marketing mix can be used to target particular customer types. Candidates effectively assess some of the ways in which these elements can be used and clearly attempt to show the importance of each one mentioned. There is sound and frequent evidence of thorough, detailed and accurate knowledge and understanding of specific marketing concepts and principles using appropriate terminology as well as specific reference to different customer types relevant to Beijing.</p> <p>Level 2 (4–6 marks)</p> <p>Candidates will show an understanding of the question and include identification and explanation of how one, two or more elements of the marketing mix can be used to target particular customer types. The answer is relevant and shows reasonable knowledge and understanding of specific marketing concepts and principles with some use of appropriate terminology. There will be some reference to different customer types relevant to Beijing.</p> <p>Level 1 (1–3 marks)</p> <p>Candidates identify, in list format, or describe ways in which one, two or more of the elements of the marketing mix can be used to target particular customer types. The answer shows limited knowledge and understanding of specific marketing concepts and principles with limited use of appropriate terminology. There may be some reference to Beijing.</p>	9

Question	Answer	Marks
2(b)	<p>Level 0 (0 marks)</p> <p>No rewardable content.</p> <p>Exemplar response</p> <p>Beijing is a city offering many attractions, activities, accommodation and transport options. It would be easy to target the city break market for domestic visitors, for example, putting together a product consisting of a weekend or short break package. This product could include transport from a range of provinces to Beijing, accommodation to suit different budgets, and excursions to a range of different attractions. Depending on the attractions chosen, the product element of the marketing mix could target more special interest tourists, more cultural tourists, more families, or more sport tourists, for example.</p> <p>Tourism providers in Beijing could use price to attract different visitor types, for example, to target young international visitors. The youth market comprising backpackers, independent travellers etc would be attracted by promotional pricing, offering student discounts.</p> <p>Geographical markets could be used under the place element, to target visitors from specific source markets such as Australia. The Beijing tourist authorities could hold familiarisation trips for tour operators in Australia to increase knowledge of the city. The tour operators would then be encouraged to sell more holidays to China. Additionally, a number of tourism providers in Beijing could improve their websites in order to encourage more direct online bookings by overseas visitors.</p> <p>Beijing tourism providers might attend international travel trade fairs to market themselves or could run an overseas television advertisement to attract visitors to a sporting event or 'Year of the' event. These types of promotion may raise awareness amongst different target markets.</p>	

Question	Answer	Marks
2(c)	<p>Evaluate the challenges that destinations such as Beijing may face in implementing their destination brand.</p> <p>Candidates are required to apply their knowledge on the different challenges that face destinations in implementing a destination brand in general terms to the case of Beijing.</p> <p>Responses may include the following and/or other relevant information:</p> <ul style="list-style-type: none"> • A destination is made up of composite products, not just one product. • Intangibility of the tourism offering. • The destination's reputation and image are not created by the destination management organisations in charge of its marketing and promotion. • Diverse range of organisations and partners involved in crafting and delivering the brand. • Lack of funding for marketing efforts. • Difficult to create a unique identity in the face of stiff competition. • Destination image may be affected by natural disasters, political unrest, acts of terrorism and other social, economic and political factors. <p>Other relevant responses should also be credited.</p> <p>Mark according to the levels of response criteria below:</p> <p>Level 3 (9–12 marks)</p> <p>Candidates will show a clear understanding of the question and include detailed identification and explanation of particular challenges that Beijing may have faced in implementing its destination brand (listed above). Candidates effectively evaluate some of these challenges and clearly attempt to show the importance of each one mentioned. An overall judgement about which challenges will have most affected the implementation of the destination brand will be made. There is sound and frequent evidence of thorough, detailed and accurate knowledge and understanding of concepts and principles using appropriate terminology as well as specific reference to Beijing.</p> <p>Level 2 (5–8 marks)</p> <p>Candidates will show an understanding of the question and include identification and explanation of one, two or more challenges that Beijing may have faced in implementing its destination brand (listed above). The answer is relevant and shows reasonable knowledge and understanding of specific concepts and principles with some use of appropriate terminology. There will be some reference to Beijing.</p> <p>Level 1 (1–4 marks)</p> <p>Candidates identify, in list format, or describe one, two or more challenges that Beijing may have faced in implementing its destination brand (listed above). The answer is basic and shows limited knowledge and understanding of specific concepts and principles with limited use of appropriate terminology. There may be some reference to Beijing.</p>	12

Question	Answer	Marks
2(c)	<p>Level 0 (0 marks)</p> <p>No rewardable content.</p> <p>Exemplar response</p> <p>As a major city in China, Beijing is made up of many different travel and tourism products. Its destination brand for the 2008 Olympic Games was widely publicised and brought with it an identity with which overseas visitors were familiar. Post Olympic destination branding has been much more difficult to achieve, with many visitors holding on to the Olympic brand.</p> <p>Establishing a brand image is difficult for any destination given the intangibility of the product. Only visitors already familiar with Beijing as a destination and any of its attractions may easily associate a brand with the destination; for potential visitors, this intangibility may act as a barrier to the destination brand.</p> <p>Tourism providers are not responsible for the brand image or for its communication to visitors. This may cause difficulties in implementing the brand image across a broad range of target customers for different tourism organisations. The destination brand may not reflect each individual tourism provider's product within Beijing, and given the size of the destination, this is highly likely to be the case for a number of organisations, meaning that conflicting messages are given to customers.</p> <p>For Beijing's new destination brand to be successful, it is important to market this brand widely. However, given that the previous brand was the one associated with the 2008 Olympic Games, it is unlikely that the tourism authorities in Beijing can make available anywhere near the same amount of funding to publicise the new destination brand.</p> <p>Beijing, like most tourist destinations, faces strong competition from other city destinations around the world. Global competition is significant; if a rival destination has a more powerful brand with good brand association and acceptance, it may be preferred over Beijing. Any negative associations with Beijing, such as media coverage of events such as earthquakes or the student protests in Hong Kong will make it harder for the brand to change tourists views of Beijing.</p>	

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