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**TRAVEL AND TOURISM**

**9395/32**

Paper 3 Destination Marketing

**October/November 2018**

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**1 hour 30 minutes**

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**READ THESE INSTRUCTIONS FIRST**

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**Fig. 1 for Question 1**

“Brand South Africa” was established in August 2002 to help create a positive brand image for South Africa.

At that time, the world was unsure about what to think of South Africa as a destination, with many different marketing messages being sent out. This did very little to build the country’s brand and it was evident that, to attract tourism and investment, there was a need to co-ordinate marketing initiatives to make them more effective. This led to the creation of “Brand South Africa”, whose main objective is to develop and implement a pro-active marketing and communication strategy for South Africa, and to promote South Africa through the “Brand South Africa” campaign.

“Brand South Africa” is the guardian of the national brand. However, building a strong and sustainable national brand requires more than just an agency to do this. It requires critical stakeholders who play an important role in the marketing of the country. It requires the government, business and society to work together in telling a holistic and positive story about South Africa, and managing the country’s reputation and image.

The national brand framework helps in training and equipping marketers and communicators from the public and the private sector with the skills needed to profile the unique features of the South African national brand. An enhanced recognition for South Africa will mean the country can welcome more corporate investment, more world-class events, and more visitors from every corner of the globe.

Readers of the Condé Nast Traveler magazine rated South Africa as the fourth-best country to visit in 2016, ahead of traditional tourist favourites such as France, Spain, Thailand and Morocco. The ranking is good news for South Africa’s tourism industry, and the country’s economy.

**Fig. 1**

**Fig. 2 for Question 2**

Windham Mountain, in New York State's Catskill Mountains, is one of the closest major ski resorts to New York City. In recent decades, the resort's biggest challenge was that visitors thought of Vermont ski resorts first, Hunter Mountain (a close Catskill competitor) second, and Windham Mountain only as third choice. The resort lacked a clear brand position and its visual identity and campaign strategies were unclear, without creating a unique point of differentiation for the mountain.

While the number of ski days and overall revenue in the resort showed Windham Mountain to be important in the ski industry, its management wanted to take the brand to a higher level. Its owners wanted an identity that would make them a destination ski resort to rival all others. In doing so, they expected an increase in season pass sales, an increase in traffic to the Windham Mountain website and higher lodging occupancy.

As part of a \$5 million (USD) capital improvement strategy, Windham Mountain hired a brand agency to reposition the brand in a complete overhaul of its identity. This involved changing the identity in the mass media, for its on-mountain signage, on its website and for all other marketing materials.



With the help of the agency, Windham Mountain conducted a comprehensive analysis of new and existing market research data. This consisted of skier surveys from around the region, face-to-face interviews with stakeholders, core customers and non-customers, as well as secondary research from industry sources.

The findings helped Windham Mountain refine its target audience and compile a new customer profile:

- skiing families with heads of household aged 35–54
- living in New York and surrounding areas
- their incomes are high, their homes are expensive and their home addresses are exclusive
- they desire a family-oriented environment, tend to stay overnight and expect the comforts of a luxury lifestyle
- they want ski terrain for all abilities, amenities for younger members of their group, the best snowmaking machines and a brand that understands why they ski

A new corporate identity, the “W-skier” logo, became an instantly recognisable visual icon. The first season of Windham Mountain's new brand was a resounding success. In a year that saw several North East ski resorts suffer decreases of more than 25% over previous years because of poor snow quality, Windham Mountain finished the season with an increase in the sale of season passes. Web traffic at the Windham site surpassed all expectations, with user sessions up 139%, page views up 227% and duration of visits up overall.

**Fig. 2**

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