



**ASHESI UNIVERSITY COLLEGE**

**MARKETING PLAN FOR RAMADA RESORT, ACCRA**

**APPLIED PROJECT**

**BY**

**ESTHER ADJEI-BAAH**

**Applied Project Report submitted to the Department of Business Administration, Ashesi  
University College in partial fulfilment of the requirement for the award of Bachelor of  
Science degree in Business Administration**

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## DECLARATION

I hereby declare that this Applied Project Report is the result of my own work and that no part of it has been presented for another degree in this university or elsewhere.

Candidate's Signature: .....

Candidate's Name: **Esther Adjei-Baah**

Date: .....

I hereby declare that the preparation and presentation of the Applied Project Report were supervised in accordance with the guidelines on supervision of applied projects laid down by Ashesi University College.

Supervisor's Signature: .....

Supervisor's Name: **Dr. Gordon Adomdza**

Date: .....

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## EXECUTIVE SUMMARY

Ghana's hospitality and political stability over the years has made it an attractive destination for tourism and foreign investment. This produces numerous opportunities for companies in the hospitality industry such as hotels and tourist companies to expand their services and reach a larger market. Ramada Resort, Accra, a beachside resort located at Teshie-Nungua in the capital city of Ghana-Accra, has however been subject to a constant decline in customer base which forms the basis for this project. After conducting an external environment and industry review as well as an internal firm analysis, a marketing plan was developed for the firm to tackle this problem using the SOSTAC model, which involves determining the current *Situation* of the problem, stating the desired future *Objectives* or goal, determining the *Strategy*, *Tactics* and *Actions* to take and finally instituting *Control* measures to check the success of the strategy implemented.

The marketing plan was also infused with a strategy to develop the firm's organizational culture as a high level of organizational culture increases employee dedication and efficiency in their work. Thus, with the implementation of the organizational culture as well as the marketing plan which focuses on market penetration, Ramada Resort, Accra will be able to attract and retain new and current customers for a boost in its income earnings.

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## **CHAPTER 1: INTRODUCTION**

This chapter highlights an overview of the hospitality industry and external environment in Ghana, the profile of the company under review and an evaluation of the company's strengths, weaknesses, opportunities and threats (SWOT).

### **1.1 Overview of the External Environment**

The external environment has various factors that can affect how companies in the hospitality industry operate. Thus, the PESTLE (Political, Economic, Social, Technological, Legal, and Environmental) analysis tool which provides a framework for investigating and analyzing the external environment for an organization will be used (Cadle, Paul, & Turner, 2010).

#### **1.1.1 Political Factors**

Ghana's political environment is considered as one of the most stable in West Africa since its transition to the multi-party democratic style of governance in 1992 (BBC News, 2017). The peaceful state of the country coupled with the hospitality of its residents makes the country attractive to investors and tourists, and this creates a large market for the hospitality industry. The political environment of the country is therefore conducive for the hospitality industry as it attracts more people into the country who will need products and services such as accommodation and food provided by Ramada Resort, Accra.

#### **1.1.2 Economic Factors**

The economic environment in Ghana has been characterized by inconsistency over the past years. Ghana's economic growth slowed from 4.0% in 2014 to 3.7% in 2015 (African Economic Outlook, 2016). However, the economy grew to 4.9% in the first quarter of 2016 but saw a fall in the overall Gross Domestic Product (GDP) growth for

2016 which was attributed to production problems in the oil sector (World Bank, 2016). In December 2016, Ghana recorded its lowest inflation rate of 15.4% since July 2014 with upward pressure coming from the increase in the prices of some goods and services including food, beverage and hotels (Neves, 2017). The increase in prices however increases competition in the hospitality industry as companies adopt competitive pricing strategies to retain customers.

### **1.1.3 Social Factors**

The social environment consists of the immediate physical surroundings, social relationships, and cultural settings within which defined groups of people function and interact (Barnett & Casper, 2001). These factors have a bearing on how people use the services in the hospitality industry because it affects their behavior and spending pattern. For instance, the Ga tribe located in Accra where Ramada Resort, Accra resides, has an annual ban on noise making during their Homowo festival that restricts the resort's program lineup (Taylor, 2016). Also, because of the current drive towards a healthier way of life where consumers are more concerned with establishing long-term healthy lifestyles (Bhagat, 2016), resorts and hotels need to have gyms and include healthy or vegan food choices in their menu to appeal to a wider market base.

### **1.1.4 Technological Factors**

The hospitality industry continues to embrace electronic forms of doing business such as online purchasing of goods and services while tradition-bound attitudes are also changing because of technological enhancements (Cline & Warner, 2001). It is estimated that local hotels in Accra and other regions in the country are losing 30% of their conceivable profits as a result of the non-employability of Internet Technology in their operations (Westcape, 2016). Travel and tour agencies, airlines, and resorts use the internet to



communicate with clients all over the world while hardware and software systems are used to manage resources, capital and clients effectively and efficiently for revenue yield and labour productivity.

#### **1.1.5 Legal Factors**

There are various legislations that govern business operations in Ghana. These legislations include the Company Act, 1963, The Labour Act, 2003, The Foreign Exchange Act, 2006 and The Environmental Conservation Act (Ghana Investment Promotion Centre [GIPC], 2017). Ghana also subscribes to some international conventions on individual and intellectual property from which business laws must conform to (GIPC, 2017). Firms operating in the hospitality industry are therefore required by law to enforce the laws in their firms be it a labour law regarding their employees or a law regarding their operations and transaction with clients. Thus, Ramada Resort, Accra's purchase of the Wyndham franchise is in adherence to the laws.

#### **1.1.6 Environmental Factors**

Sustainability is key for the success of any business and this involves instituting measures that protect the environment. In 2010, Ghana revised its Environmental Sanitation Policy to aid in improving the health and the quality of life in Ghana (Chibeze, 2013). Globally, there is a drive to sustain the environment and in Ghana, the body responsible for enforcing environmental laws and regulations is the Environmental Protection Agency (EPA). For the hospitality industry, companies that ensure environmental sustainability by putting waste reduction measures in place are likely to attract more people who are concerned about environmental degradation and this would help put the firm in good rating with prospective customers.

**1.1.7 Implication of the Review of Ghana's External Environment**

The political stability in the country provides a conducive environment for resorts

because stability attracts investors and tourists who will need resort services in the country. Advancement in technology also gives Ramada Resort, Accra the opportunity to inculcate e-marketing, modern software programs and technological devices in their operations to help improve operational performance and attract a larger customer base. Despite these pros, Ramada Resort, Accra has to enforce all applicable laws of the state to its business and face competitive pricing as prices of goods and services keep increasing and resulting in an increased cost of running the firm.

**1.2 Ghana's Hospitality Industry Overview**

Ghana's economy is the second largest in the Economic Community of West African States (ECOWAS) with tourism representing 7.8 per cent (%) of its GDP as at 2014 (Jovago Ghana, 2016). Tourism, plays a major role in the hospitality industry by bringing in numerous opportunities for the industry to harness. The hospitality industry is made up of businesses that provide lodging, food and other services to travelers and its main components are hotels, motels, inns, resorts and restaurants (Alhassan & Sakara, 2014). Out of these segments, it was stated in the Jovago Hospitality Report for Ghana (2016) that the hotel sector is the largest and most dynamic in the industry and consists of 1,775 hotels with 28,028 rooms and 872 licensed star hotels as at 2013. The benefits of this industry are immense and range from generating countless job opportunities to providing revenue to the government through payment of taxes as well as promoting and preserving the indigenous culture of the country.

### **1.2.1 Porter's Five Forces**

Porter's Five Forces is a framework developed in 1979 by Michael E Porter for assessing and analyzing the competitive strength and position of a business organization (Chapman, 2013). This model will help evaluate the current players in the hospitality industry and highlight areas that Ramada Resort, Accra can improve its services in. The forces in this model include competitive rivalry, bargaining power of suppliers, bargaining power of customers, threat of new entrants and threat of substitute products and services (Arline, 2015).

#### ***Competitive Rivalry***

Ghana is populated with a lot of hotels making competition in the industry strong. People can now easily research for hotel ratings due to improved online and mobile technology and this causes hotels to reduce prices which increases competitiveness (Schieber, 2014). Some rivals of Ramada Resort, Accra based on the 3-star rating are Holiday Inn Accra Hotel, Oak Plaza Hotel, African Regent Hotel and Alisa Hotel (Ghanahotels, 2017).

#### ***Bargaining Power of Suppliers***

The bargaining power of suppliers in the hospitality is moderate as it is service-oriented making it more labour intensive (Chouhan, 2014). Hotels will therefore have to mainly deal with staff costs as other suppliers who provide capital inputs do not contribute to their services as much as labour. Also, some hotels integrate backwards and handle their own real estate services and interior design which helps in cutting down cost (Chouhan, 2014).

#### ***Bargaining power of customers***

The bargaining power of customers is high because customers are highly informed about the prices and services of hotels which can easily be found online (Almeida, 2017). A

hotel's pricing, promotions and advertisements are therefore critical in attracting and informing customers about the value they offer since services are not highly differentiated in the industry

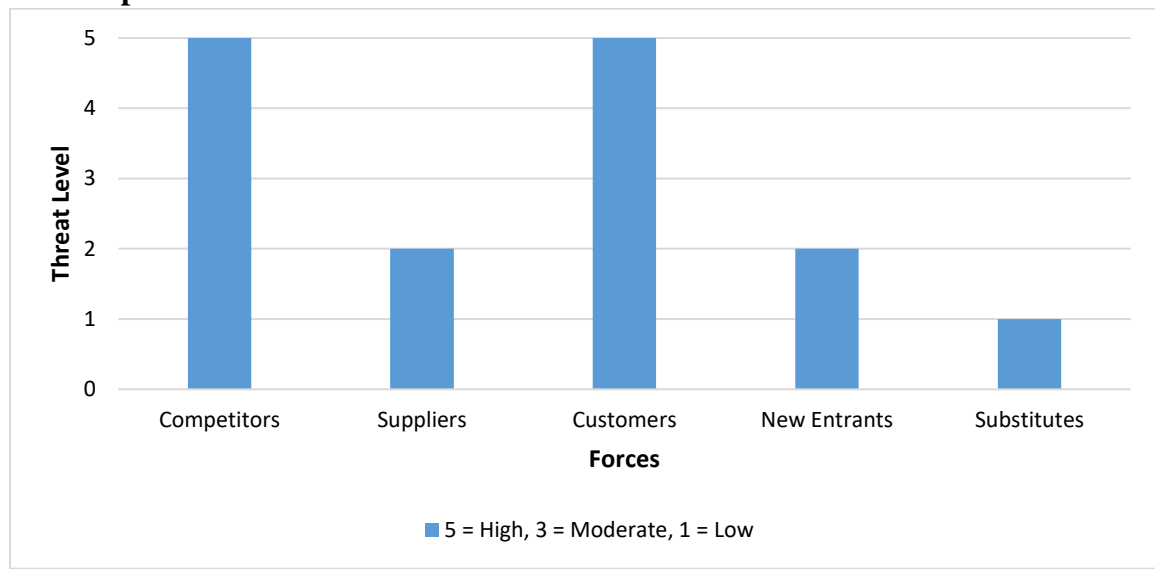
***Threat of new entrants***

In 2014, several international hotel brands including InterContinental Hotels Group announced their intention to enter the African market at the Africa Hotel Investment Forum (AHIF) which took place in Ethiopia (Kuuskler, 2014). This makes the threat of entrance into the market by international hotels high as they have economies of scale that will be difficult to override and compete with. However, for local brands, entering this industry is difficult due to high operational costs such as electricity, water and labour costs.

***Threat of substitute products and services***

Accommodation in Ghana includes apartments, hotels, hostels, one-room housing units and detached, semi-detached or self-contained houses (Agyei, 2016). Hotel substitutes would therefore involve rentals which are not cheap because of the present housing deficit and the rent act that allows landlords to charge up to six months' rent advance (Agyekum & Kusorgbor, 2016). In effect, substitutes to hotels are costly, making the threat of substitute products and services low.

### 1.2.2 Implication of Industrial Review



**Figure 1: Porter's Five Forces**

The threat level shown in the Figure 1 is based on the analysis above. It can be deduced from Figure 1 that rivalry and customer bargaining power is high in the hospitality industry. This means that Ramada Resort, Accra's services need a value that their rivals do not provide in order to beat competition. Once you enter the market however, there are few substitutes and low threats from suppliers and new entrants and this gives Ramada Resort, Accra the opportunity to maintain its customer base once it achieves a sustainable competitive advantage. Also, since the industry is more labour intensive, it provides Ramada Resort, Accra with the opportunity to introduce human capital development programs that will increase the capabilities and intellectual capacities of its workforce for a unique strategy. The industry is therefore lucrative if the above is achieved.

With the industry and external environment review done, identifying the internal strengths and weaknesses of the company as well as its external opportunities and threats will help establish the resort's current position in the industry.

### **1.3 Company Profile – Ramada Resort, Accra**

Ramada Resort, Accra is a beachside resort located at Teshie-Nungua in the capital city of Ghana-Accra. Ramada Resort, Accra started as a sole proprietorship under the name 'The New Coco Beach Resort'. It was established in 1999 when Coco Beach Hotel, an already existing 12-room hotel with a restaurant located at Teshie-Nungua was bought and had its name changed to The New Coco Beach Resort. The New Coco Beach Resort targeted expatriates who wanted relaxation and had its trademark being the numerous coconut trees found all around and along its beachside.

Over the years, the resort expanded its infrastructure and services to have a total of seventy-five rooms, three conference rooms, two restaurants, a children's playground, a bar, a spa, a salon, a gym, a swimming pool and ninety-one employees who contribute towards the ever-present serene aura of relaxation for its guests. Six years ago, the resort bought a franchise from Wyndham Hotels Group in order to operate under one of its internationally recognized brand names 'Ramada Resorts' and has been operating as Ramada Resort, Accra since then. Ramada Resort, Accra is currently a 3-star hotel offering hotel, conference and restaurant services to its clients and guests.

The resort's slogan is '*stay close to nature*' portraying its mission to provide guests with a serene atmosphere for relaxation and provide western services with the best of Ghanaian hospitality. The resort seeks to attract Meetings, Incentives, Conferences and Events (MICEs) and targets business travelers for stay in their rooms.

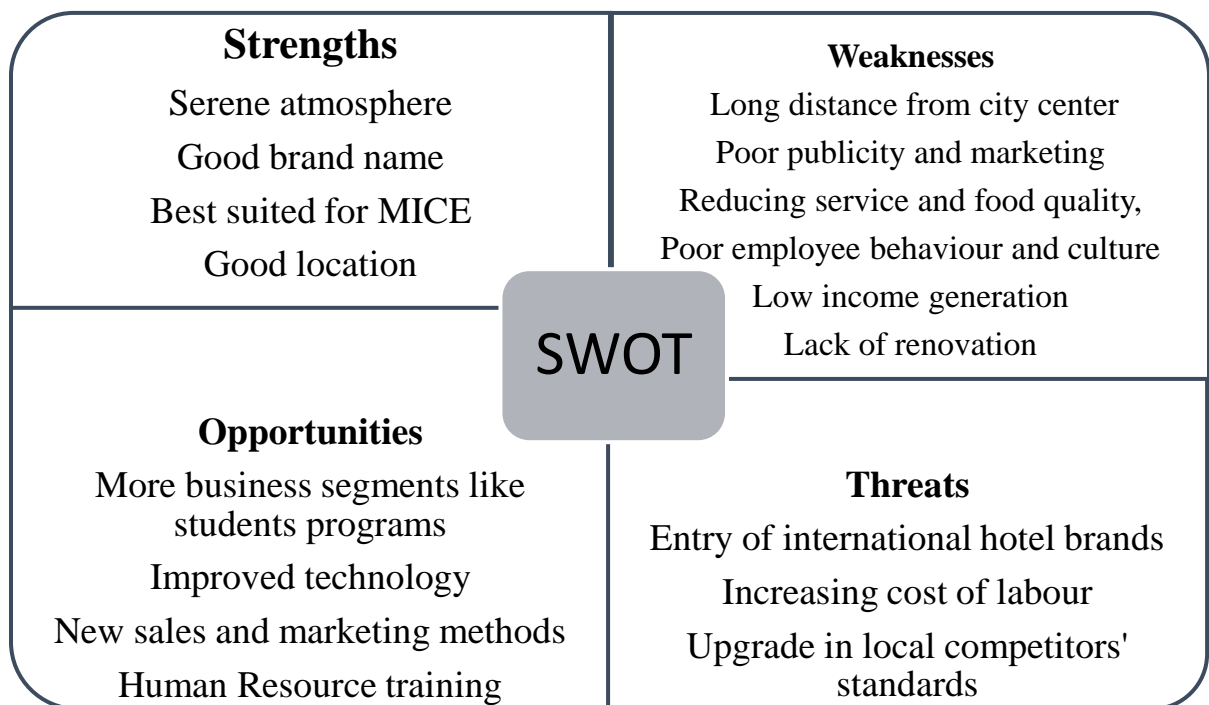
### **1.4 Rationale for selection**

Ramada Resort, Accra's vision to be the leading resort in Ghana has led to it rising from a 12-room hotel to an internationally recognized brand. Despite the increase in its infrastructure and services after being in existence for almost two decades, the resort is

still staggering when it comes to attracting and retaining its customers when juxtaposed to competitors who have been in existence for the same time frame. Based on this and the knowledge acquired from studying marketing and competitive advantage, Ramada Resort, Accra was selected in order to propose a solution that will position their services in a way to attract new and retain existing customers.

### 1.5 SWOT Analysis for Ramada Resort Accra

A SWOT analysis is a strategic planning tool used to analyze the internal strengths and weaknesses, and the external opportunities and threats facing an enterprise (Chartered Global Management Accountant, 2017). Apart from secondary data retrieved from the company's documents, semi-structured interviews with the employees of Ramada Resort, Accra were also used to gather as much information as possible for the internal analysis.



*Figure 2: SWOT Analysis Chart*

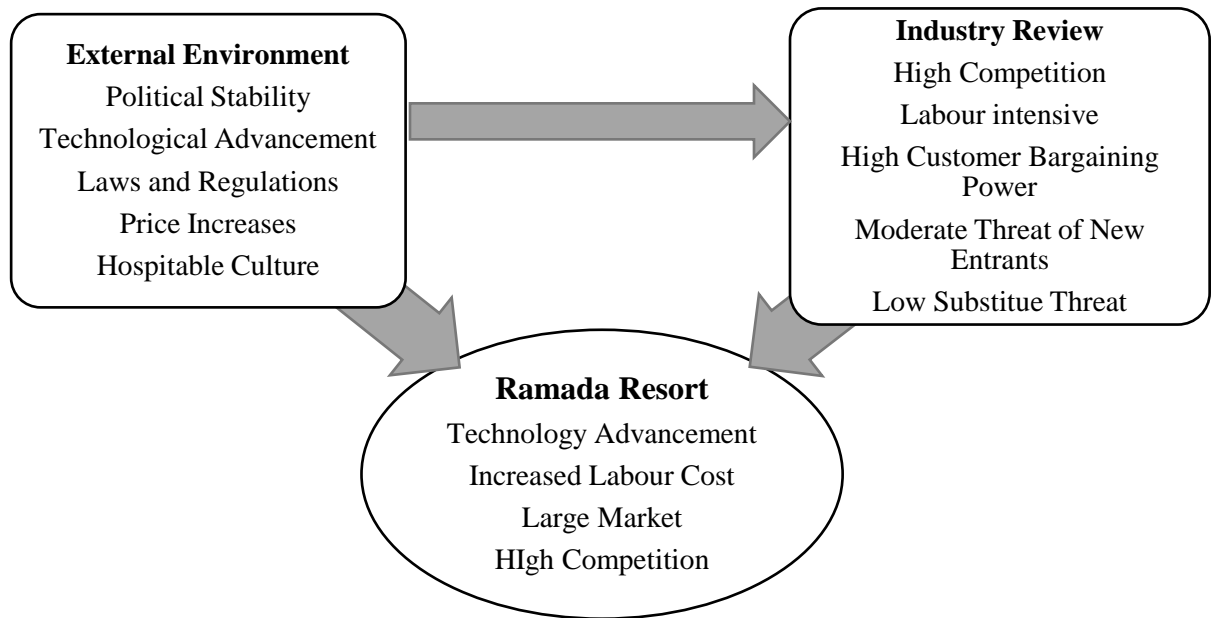
Strengths - Ramada Resort, Accra is located at a prime location along the beach and capitalizes on the sea breeze which is a plus for relaxation of guests. The brand name of Wyndham Hotel Group also makes its credibility known to customers as it is internationally recognized as a well-known brand and considered to be one of the best suited resorts for MICE business.

Weaknesses - The resort's main weakness is its far distance from the city center and airport which sometimes results in guests being in traffic congestions. Others are low publicity, low income generation, poor organizational culture, the reducing quality of service and food over the last two years due to poor employee behavior and lack of renovation of its buildings and surroundings

Opportunities - In improving its operations and services, more emphasis would have to be placed on improving the quality of food and services for guests which could be achieved by training personnel. New sales and marketing methods and technology can also be introduced to increase publicity and attract more customers as well as provide an improved system for feedback from customers.

Threats - Despite the resort's strengths, the increase in the number of international hotel brands poses a threat to the company. This, coupled with increasing cost of labour and continuous upgrades by competitors if not paid attention to, could cause a reduction in the current customer base of the resort.



**1.6 Implication of Industrial and External Environment Review on Ramada Resort, Accra**

**Figure 3: Summary and Implications on Ramada Resort, Accra**

## **CHAPTER 2: PROJECT NEEDS ANALYSIS**

This chapter focuses on identifying the need of Ramada Resort, Accra. A needs assessment is a systematic exploration of the way things are and the way they should be (Rouda & Kusy, 1996). In determining the gap, the firm's current situation needed to be identified and compared to the desired situation. The methodology and processes used in gathering the data are discussed below.

### **2.1 Methodology**

Information for the needs analysis was gathered through conducting semi-structured interviews with management and employees and observing the work environment. In order to validate and find out the impact of the gap on the firm's services, a survey was conducted on current customers and potential customers by interviewing them on Ramada Resort, Accra's offerings and ratings of its services.

#### **2.1.1 Semi-structured Interviews**

Semi-structured interviews refers to a context in which the interviewer has a series of questions that is generally an interview guide from which further questions can be derived based on the interviewee's responses (Bryman & Bell, 2011). This method of interview was selected because it encourages interviewees to give in depth answers and patterns that are established from the responses of the various interviewees would validate the existing problem in the firm. Based on availability, the following people were interviewed; a partner, the general manager, the human resource manager, two marketing personnel and 28 out of 91 employees of the resort. The interview guide is shown in Appendix 1.

Insights from Management

From the interviews with management, it was established that the firm was experiencing a decrease in the number of guests who utilized their room services as well as their restaurant services. Even though sales were expected to increase after the purchase of the franchise from Wyndham Hotel Group, the resort experienced a short period of increased patronization from customers which transitioned into a decline and a poor inflow of revenue. Another interviewee also expressed how the resort's low publicity could be one of the major contributing factors to the declining customer base as competition keeps increasing. Further probing revealed that the main method for retaining customers for Meetings, Incentives, Conferences and Events which is one of their targets is through physical meetings with existing clients. This however limits the company's reach to customers as focus is only on existing relationships with clients who usually have conferences at the resort. Thus, if the existing clients do not have events, the resort will then rely solely on revenue from walk-in customers for the restaurant which is usually just a handful of people.

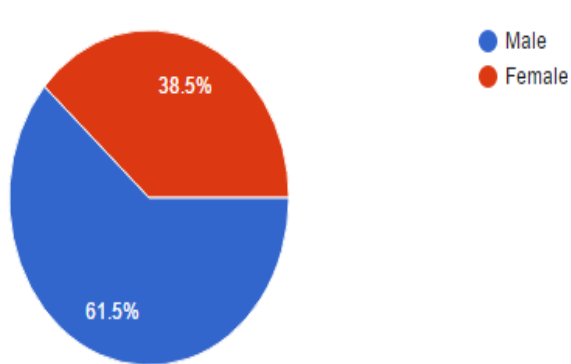
Other issues raised by management included the poor attitude of employees to work which was attributed to the lack of motivation and non-existent organizational culture. No training programs had been implemented for employees which meant employees were not improving their skills and capabilities. This could cause a hindrance to the services provided as customers may adjust to changing trends in the industry that the employees cannot offer. Since revenue streams are low as already established, acquisition of modern equipment or items to run the company effectively and efficiently was a concern as it delayed the delivery of customer requests. Generally, the interviews with management

established a trend of low revenue streams as the resort customer base was gradually dwindling due to poor marketing techniques, poor attitude of employees to work and most importantly, the non-existent company culture.

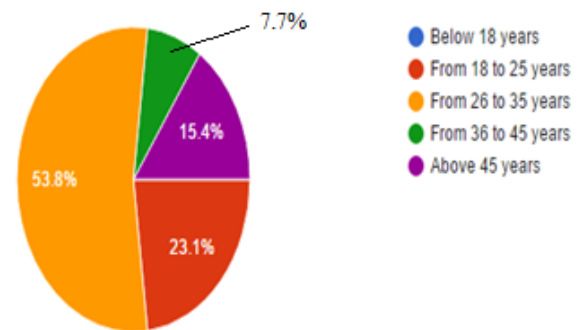
### Insights from Employees

Employees of Ramada Resort, Accra were also engaged in interviews to gain more insight into the resort's current work environment. Currently, there are ninety-one employees at Ramada Resort but only twenty-eight employees could be interviewed due to the shift system employed at the hotel. Thus, the survey covered thirty percent of the working population of Ramada Resort, Accra. Responses were received from all departments including the restaurant, front desk, security, housekeeping and accounts departments.

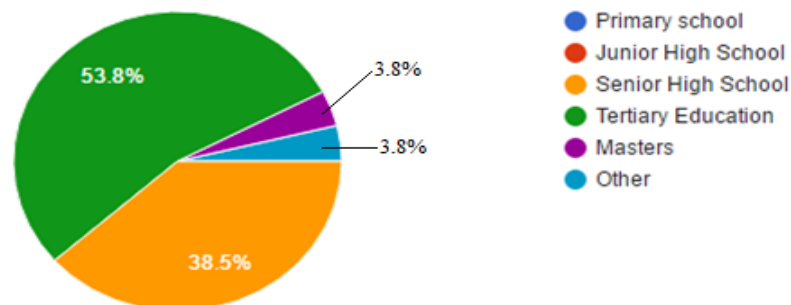
#### 2.1.2 Diagrams Showing Interviewed Employees' Statistics



**Figure 4: Gender**



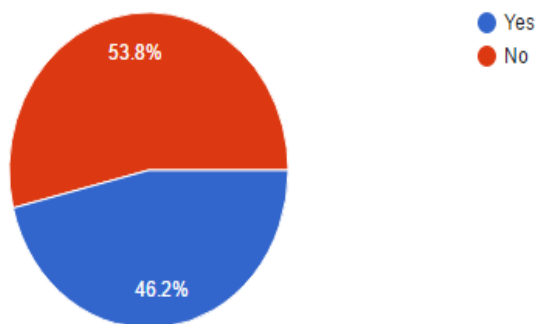
**Figure 5: Age**



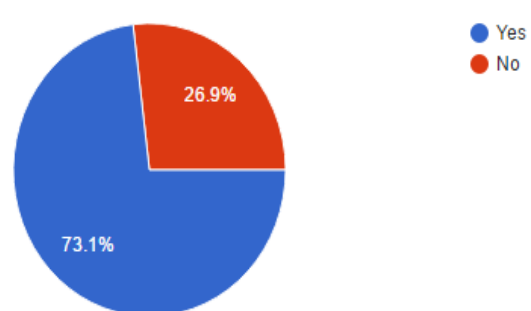
**Figure 6: Highest Level of Education**

From the responses of employees, the information received from management about low revenue streams was confirmed as the employees also complained of not receiving funds on time to purchase items for running their departments. Also, 53.8% of the employees (shown in Figure 7) had not received any form of hospitality training before being employed at Ramada Resort, Accra and 73.1% of the respondents responded yes (shown in Figure 8) to wanting some form of training for their current positions. This was confirmation that employees needed training on current trends and skills that would improve interaction with customers. On the whole, the main complaints of the employees centered on not having enough income to run operations of their departments due to the firm's low revenue inflow and the inability to receive their salaries on time which is also as a result of poor revenue inflows.

**Did you have Prior Training in the Hospitality Industry? (Figure 7)**



**Would you require any training for your current position? (Figure 8)**



### Insights from Customers

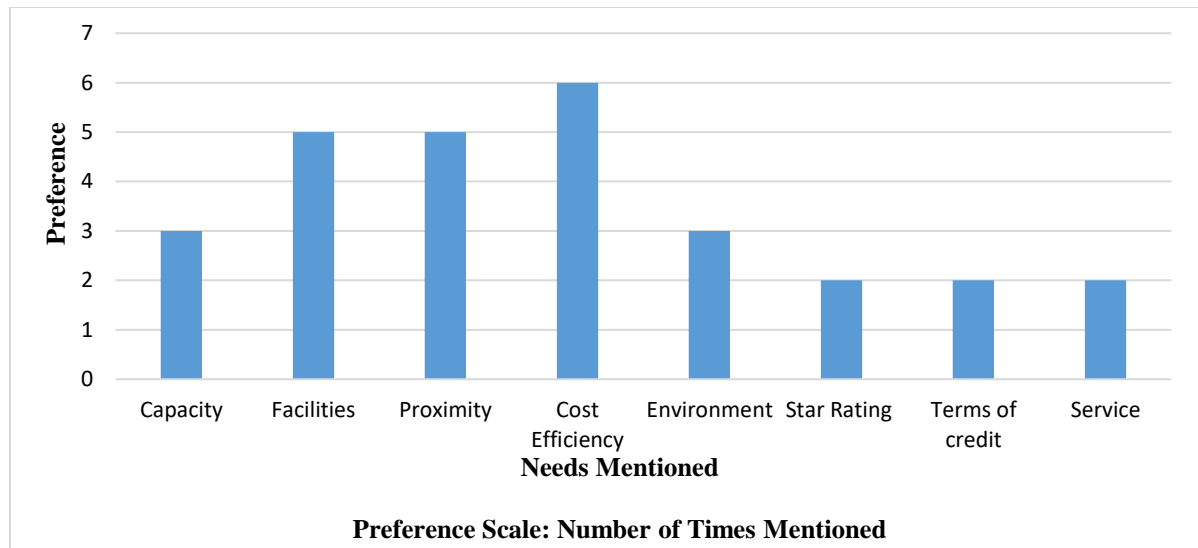
Customers comprising of walk-in customers and a guest staying at the hotel were also interviewed. Responses from the interviews conducted with the customers indicated that most of them heard of Ramada Resort, Accra through family and friends. This was an indication of the limited reach to people due to poor advertising through other means.

The customers, on average, rated the services of the resort as good with a 3-star rating. One customer who has been visiting the resort since its establishment reaffirmed information gathered from management and employees as he stated that despite the serene environment which draws him back to the resort, its standard has been falling over the years with the waiters becoming tardy in the execution of their services. Most customers however did not have any problem with the taste of the food and stated their appreciation of the serene environment and sea breeze which draws them to the resort.



**Figure 9: Customer Insights**

For gathering data on what could influence Ramada Resort, Accra's offerings, ten companies were also interviewed for their input as meetings and conferences were also targets of Ramada Resort, Accra. Almost all the companies interviewed rated modern facilities and services as a major factor for selecting a venue for events and conferences. Cost efficiency was however the most mentioned factor that was considered. Ramada Resort, Accra would therefore have to consider all these suggestions in planning for events and conferences.



**Figure 10: MICE Potential Customers' Needs**

### 2.1.3 Observations

Participant observation was another method used to gather information on the current state of the firm. “Participant observation entails the relatively prolonged immersion of the observer in a social setting in which he or she seeks to observe the behavior of members of that setting and to elicit the meanings they attribute to their environment and behavior” (Rukwaru, 2015).

The resort’s proceedings were observed for two days to find out how employees interacted with clients. It was observed that the waiters delayed in the execution of their task such as approaching customers to ask for their orders and revisiting their tables to ask for any additional services the guest might require. The preparation of food also took a long time which irritated some guests. The resort already has the infrastructure capable of serving the customers but needs a lot of maintenance as some leaking pipes were noticed and some huts were deteriorating. The front desk personnel however carried out their duties well and were very welcoming and receptive to guests who walked in to

make enquiries about the resort's prices and services. The atmosphere in the resort is very relaxing because of its location near the sea which attracts most of their customers.

Deducing from both the interviews and observation of the hotel's services, it can be concluded that the resort needs a marketing plan that would not only help in making the resort known to more customers but would strategically improve the resort's internal services to meet the incoming customer pool that will be attracted to Ramada Resort, Accra by the marketing plan.



### CHAPTER 3: MASTERY OF SUBJECT MATTER

This chapter introduces work done in academia that tackles the gap existing in Ramada Resort, Accra. Insights will be drawn from the industry and theories or frameworks relevant for providing a solution for Ramada Resort, Accra's. From the project needs analysis, it has been identified that Ramada Resort, Accra's main challenge is with revenue generation which introduces the gap in attracting and retaining customers. As such, theories targeted at providing the ideal solution for the firm are explored below.

#### 3.1 Marketing

Marketing is a business function which is continually growing with various definitions to its meaning supplied by practitioners in its sector. According to Philip Kotler, American marketing consultant and professor, marketing is defined as *'a social and managerial process by which individuals and groups obtain what they need and want through creating and exchanging products and value with others'* (Blythe, 2009). This definition highlights the concept of value creation to satisfy the needs and wants of customers. The Chartered Institute of Marketing (CIM) defines marketing as the *'management process which identifies, anticipates and supplies customer requirements efficiently and profitably'* while the American Marketing Association defines it as *'the process of planning and executing the conception, pricing, promotion, and distribution of ideas, goods and services to create exchange and satisfy individual and organizational objectives'* (Blythe, 2009). Both definitions introduce the management process aspect of marketing coupled with identifying requirements that will help satisfy customer and organizational needs. It can therefore be deduced that marketing is geared towards satisfying customer needs just as Peter Drucker proposed as the function of marketing which is to attract and retain customers at a profit (Drucker, 1999).

### **3.2 Marketing Mix (4 P's and 7 P's)**

In 1960, a concept known as the 'marketing mix' was developed by E. Jerome McCarthy who defined it in terms of product, price, place and promotion (the 4 P's) (Blythe, 2009). Thus, it was established with the 4 P's that in meeting customer needs, organizations had to make decisions that will take into consideration the product, its pricing, place of sale and the promotion of the product. This concept however mostly favored goods and not service-based industries and as such the 7 P's model, also known as the services marketing mix by Bernard Booms and Mary Bitner was developed (Vliet, 2013). The 7 P's model goes beyond the traditional 4 P's marketing mix model and highlights unique characteristics such as intangibility and heterogeneity existing in the service industry (Vliet, 2013). The additional P's of the 7 P's model are people, process and physical evidence which highlight the importance of the staff or employees (people), the processes involved in delivering the services to customers (process) and the appearance and interaction between customers and the surroundings of the place where the service is offered (physical evidence).

The service industry consists of finance, communication, health care, transportation, hotel and other service-providing companies. Characteristics of the service industry include intangibility, inseparability of production and consumption, heterogeneity, and perishability (Zeithaml, Parasuraman, & Berry, 1985). The 7 P's, namely product, price, promotion, place, people, process and physical evidence will therefore be an applicable mix for use in developing a marketing plan for Ramada Resort, Accra which is in the service industry.

In 2014, a case study was conducted using ten international hotels in Jordan to test the impact of the 7 P's Marketing Mix in gaining competitive advantage. This case study, conducted by Hameed Abdulnabi Al-Debi and Ashraf Mustafa tested if a relationship existed between each of the seven marketing mix elements and its competitive advantage. After testing the hypotheses for each of the 7 P's, the results revealed that there is a relationship between each element and the competitive advantage in the industry which shows how important it is for firms to improve these elements in carrying out their businesses (Al-Debi & Mustafa, 2014). Some conclusions reached from the study also included a significant interest in safety and security from guests, guests considering international chain trademarks as very important, interest in hotel and payment process and furniture and equipment attracting guests more than green environment (Al-Debi & Mustafa, 2014). Parallels can therefore be drawn from the results of this case study as Ramada Resort, Accra is also an internationally recognized hotel chain.

### **3.3 Organizational Culture and Marketing**

Another important aspect of an organization's success is its organizational culture. In the article *Organizational Culture and Marketing: Defining the Research Agenda*, the authors, Deshpande & Webster (1989) investigated the link between organizational culture and marketing and its importance. It was identified in the article that marketing scholars who seek to develop organizational culture concepts and apply them to marketing face two problems; the first being the difficulty in choosing and understanding the rapidly developing literature on organizational culture and the second being the development of the theoretical structure that relate carefully defined cultural variables to the marketing phenomena they are trying to understand (Deshpande & Webster, 1989). Despite these problems, it is however expedient for companies to invest in understanding

organizational culture in order to understand why things happen the way they do even with marketing.

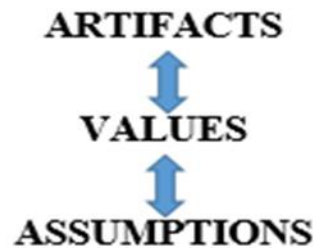
In 2009, Tripathi & Tripathi conducted a study to investigate how culture affects the relationship between downward influence strategies and organizational success. Two types of culture, named Participative Culture and Manipulative Culture were identified and tested to find out which of these cultures promote success in organization. From the research, Participative Culture, which believes in a constructive approach to work where employees make collective efforts to realize the shared goals of high productivity was found to be ideal and contributed to success in contrast to manipulative culture which recommends the use of rational rewards and little use of assertiveness whenever needed (Tripathi & Tripathi, 2009).

In 2013, a study revealed that there is a significant causal relationship between learning orientation, organizational learning, and service quality (Cho, Kim, Park & Cho, 2013). Organizational learning occurs when the organization's knowledge is changed based on its experiences. Thus, in a service company such as Ramada Resort, Accra, experiences and interactions with customers will shape the organization's knowledge of customer needs and eventually affect the quality of their services if the knowledge gained is used to improve their services.

### **3.4 Schein's Model**

In developing a cultural framework for organizational culture, Schein's 1985 model (shown in Figure 11) highlighted three levels of culture which are artifacts on the surface, values underneath the artifacts and basic assumptions at the core (Hatch, 1993). The

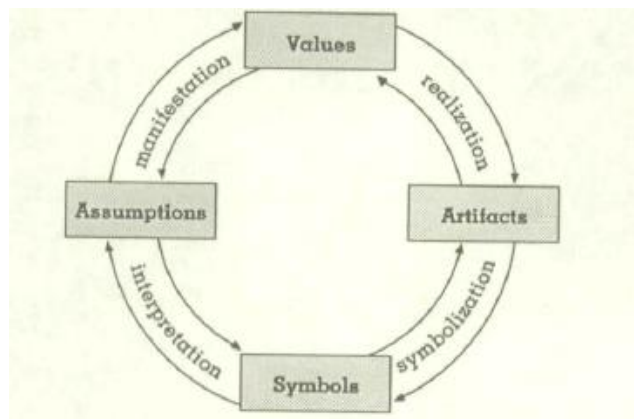
assumptions are the beliefs about reality and human nature which are taken for granted while values represent social principles and standards with intrinsic worth (Hatch, 1993).



*Figure 11: Schein's 1985 Model*

### 3.5 The Cultural Dynamics Model

In 1993, Schein's model was developed further by Mary Jo Hatch to include the fourth element 'symbol'. The new model, called 'The Cultural Dynamics Model' (shown in Figure 12) permits the model to accommodate the influences of both Schein's theory and symbolic-interpretive perspectives and makes the elements of culture (assumptions, values, artifacts, and symbols) less central so that the relationships linking them become focal (Hatch, 1993).

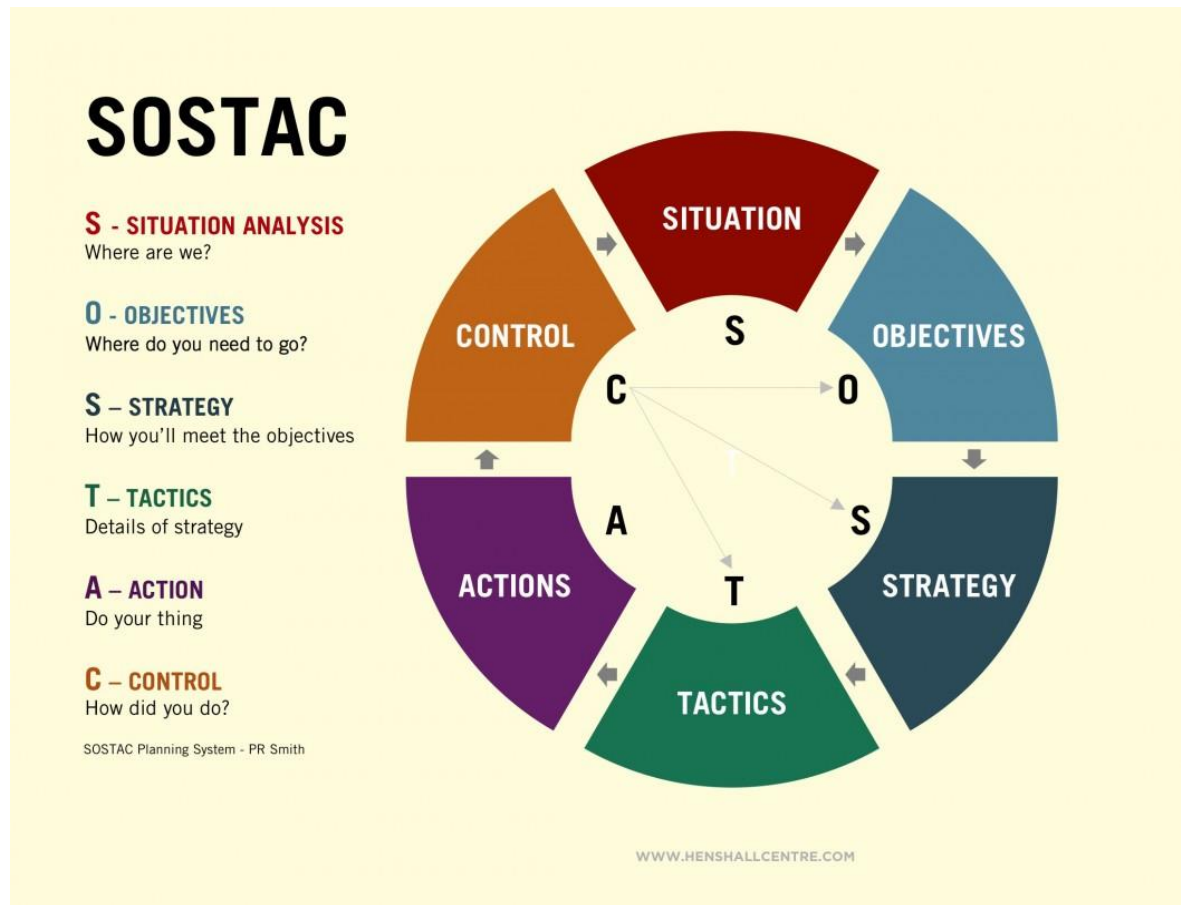


*Figure 12: The Cultural Dynamics Model*

The processes; manifestation, realization, symbolization and interpretation, shown in the model above occur in a continuous manner. Manifestation translates intangible assumptions to recognizable values and can occur through processes that proactively influence values or through the retroactive effects of value recognition on assumptions (Hatch, 1993). The realization process occurs when values are transformed to artifacts or when values are transformed when artifacts reaffirm or challenge values. Symbolization combines an artifact with meaning that reaches beyond or surrounds it whereas interpretation provides meaning to the symbolization process (Hatch, 1993). This model therefore did not only bridge the gap in Schein's model but developed a model which highlights the dynamic conceptions of culture through its processes.

### **3.6 SOSTAC Model**

In developing a marketing plan for Ramada Resort, Accra, both culture and the best of marketing techniques will play a vital role for its success. Another marketing plan framework is the SOSTAC model (shown in Figure 13). The SOSTAC model was invented by Paul Smith in the 1990s to help with marketing planning and stands for Situation, Objectives, Strategies, Tactics, Actions and Control (Chaffey, 2016).



**Figure 13: SOSTAC Model**

The elements of the SOSTAC model are all essential when developing a marketing plan. *Situation* assesses the current state of the firm and answers the question ‘Where are we now?’, *Objectives* addresses the goals of the firm and answer the question ‘Where do we want to get to?’, *Strategy* provides the plan to achieve the goals and answers the question ‘How are we going to get there?’, *Tactics* breaks down the strategy into details and also answers the question ‘How are we going to get there?’, *Actions* assign responsibility and deadlines and answers the question ‘Who is going to do what and when?’ and *Control* offers a way to track the progress and answers the question ‘How can we control, measure and develop the process?’ (Chaffey, 2016).

In 2012, Saroj Bhandari, conducted a case study on the firm E.Luhta Oy Ltd and developed a new effective e-marketing plan by using the SOSTAC model. After going through all elements of the SOSTAC model, the firm transitioned from just a physical retailer of goods to a firm with a website for e-marketing which attracted more customers (Bhandari, 2012).

The SOSTAC model thus addresses the needed elements for a successful plan for Ramada Resort, Accra and is a framework worthy of emulation by Ramada Resort, Accra as the organizational culture elements previously discussed can also be addressed right from the first element of the model.



## **CHAPTER 4: SOLUTION AND IMPLEMENTATION PLAN**

In this chapter, a solution for Ramada Resort, Accra is developed using the SOSTAC model with inputs drawn from the marketing mix and the Cultural Dynamics Model. The SOSTAC model was chosen because of its simplicity and its adaptability to any kind of unique problem existing in any organization. The model is developed below in the following order as put across by the model name; Situation, Objectives, Strategies, Tactics, Actions and Control.

### **4.1 Situation**

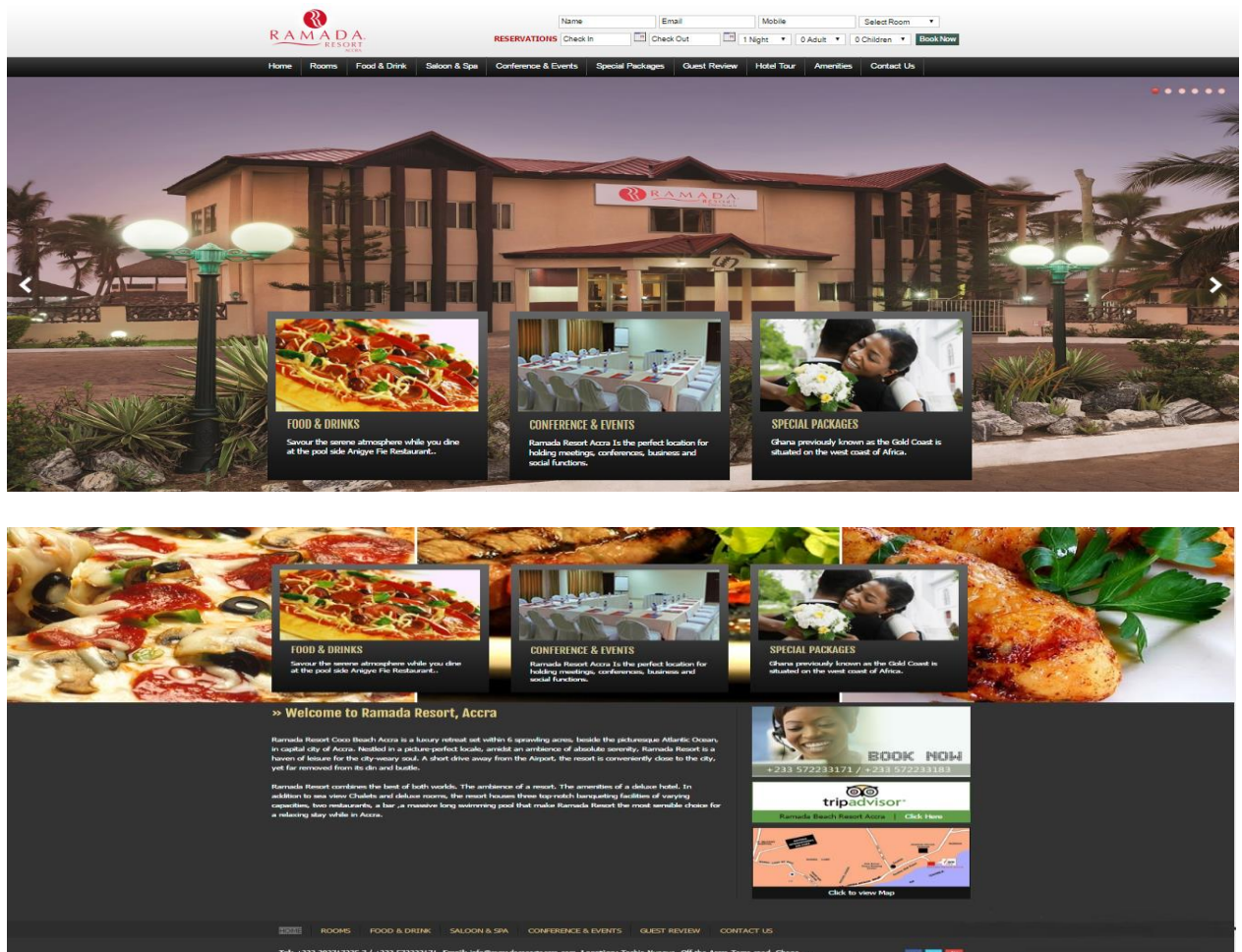
This element focuses on identifying the current state of affairs in an organization and should answer the question ‘Where are we now?’ The current position of Ramada Resort, Accra is discussed below.

#### **4.1.1 Internal Capabilities and Resources**

Ramada Resort, Accra currently has seventy-five rooms consisting of single chalets, double chalets, executive chalets, single standard rooms, double standard rooms, twin rooms and family rooms. Two of the chalets are however out of service and needs refurbishment. The hotel is also in need of thorough maintenance checks as some of the infrastructure and furniture in use are faulty and looks outdated. In addition to the hotel and restaurant services, Ramada Resort, Accra also provides a gym, spa, salon, pizza hut, pool, wedding ceremony area and three conference rooms for its guests. The conference rooms have seating capacities of 100, 200 and 300 people depending on the arrangement required from the client.

Ramada Resort, Accra also has online presence which is a great way to reach more clients in the international market. The website for Ramada Resort, Accra

(<http://www.ramadaresortaccra.com/>) is currently available and can be used for booking rooms as shown in Figure 14. Even though booking slots for the rooms are functioning on the website, there are some pages that are inaccessible on the website which could deter potential customers from choosing Ramada Resort, Accra as a place to stay due to inadequate information found on the website.



**Figure 14: Ramada Resort Accra Website Homepage**

Ramada Resort, Accra can also be found on social media platforms including Facebook and Twitter. The Facebook account (shown in Figure 15) currently has 677 followers and is active with posts of events and promotions. The twitter account (shown in Figure 16) is

however very dormant with no tweets at all and only three followers. Further searches revealed no accounts on other social media platforms such as Instagram and YouTube.

The use of social media is therefore limited and is a great opportunity for Ramada, Accra to reach a larger market.



**Figure 15: Facebook Account of Ramada Resort, Accra**



**Figure 16: Twitter Account of Ramada Resort, Accra**

Currently, Ramada Resort Accra's occupancy rate is low and tied to festive seasons such as Christmas, Valentine's Day and Easter. The resort targets expatriates, business executives and families who want a place to relax. The conference rooms are used for meetings and conferences which are secured through face-to-face meetings with the companies. Having face-to-face meetings is the marketing department's main method of attracting clients for the conference room usage. Programs are usually advertised through flyers, social media accounts, word of mouth and sometimes for special programs through radio broadcasts and on their billboard at Teshie-Nungua.

#### **4.1.2 5S Performance Model**

The 5S Performance Model is used for organizing work areas for efficiency and effectiveness in carrying out work activities. The 5S's are Sorting, Straightening out, Sweeping or Shining, Standardizing and Sustaining. For Ramada Resort, Accra, the departments that needs organizing through these methods are the Household, Purchasing, Kitchen and Accounts departments.

These departments either have faulty machines or a layout that makes the room stuffy due to the badly arranged items in the departments. First, the items and machines will be sorted into what is needed and not needed. The unwanted materials would then be taken out and the useful items remaining will be re-arranged for easy access which is the straightening out step. Sweeping or Shining will then be performed by fixing the faulty machines or items that are still needed. The room will then be re-organized so daily activities can be done faster and efficiently and items can be identified easily. For standardizing, a routine will be created for the workers to follow daily so the structure is

maintained. For instance, the purchasing department can ensure standardization of their restocking procedures by having the following routine for their daily use.

<b>Purchasing Department Restocking Routine</b>
1. Employee restocking items records the date, his/her name and arrival time in Purchases Record Book
2. List items to be restocked and its quantities in Record Book
3. Go to sections for various goods identified and restock items on shelves or allocated areas
4. Record new total number of items restocked in Records Book
5. Record departure time and sign

**Figure 17: Purchasing Department Restocking Routine Sample**

This routine (shown in Figure 17) would therefore ensure standardization for restocking of items in the purchasing department. For sustaining this, routines can be made visual in the workplace by pasting it at the entrance of all departments and circulating it to all employees so every employee is aware and reminded of it once he or she enters the department office.

#### **4.1.3 Customer Insights**

From the interviews conducted with customers, it was obvious that the customers liked the venue and enjoyed the serene atmosphere of the resort. However, one main problem identified was the tardiness of the employees especially with the waiters and waitresses. Pricing of the goods and services were described as moderate and the hotel had an average rating of 3-stars which is its current rating. The uncleanliness of the pool and the tables and chairs at the restaurant was also brought up and customers wanted some entertainment mostly in the form of a live band or constant music at the poolside.

**4.1.4 Market Trends**

The hotel industry is currently characterized by a lot of competition from international brands setting up branches in the country and local brands revamping their goods and services. The use of technology and the bid to achieve modernity is now a paramount need of all hotels as it aids in reaching a larger market and attracts more customers. From the industry analysis performed in Chapter Two using Porter's Five Forces, it was established that rivalry and customer bargaining power is high in the hospitality industry but once you enter the market, there are few substitutes and low threats from suppliers and new entrants which gives Ramada Resort, Accra the opportunity to maintain its customer base once it achieves a sustainable competitive advantage.

**4.1.5 Competitor Analysis**

Ramada Resort, Accra's current competitors as gathered from the interviews and its location include Next Door Hotel, African Royal Beach Hotel, Savannah Beach Guest House and Diplomat Beach Resort which are all found in Nungua. The main competitor was however identified as African Royal Beach Hotel due to its similarity in services to those of Ramada Resort, Accra. As shown below, all the competitors are located along the same stretch as Ramada Resort, Accra.



**Figure 18: Competitors**

For further comparison, more information was gathered on the pricing of their rooms, the different types of rooms and the number of rooms available in each hotel. Number of rooms was used as the metric for market share as more rooms gives the hotel more access to a larger market. The data gathered for the number of rooms is shown below.

**Table 1**

**Competitor Market Share**

Hotel	Number of Rooms	Market Share (%)
Next Door Beach Resort	5	3.07
Savannah Beach Guesthouse	5	3.07
Ramada Beach Resort	75	46.01
Diplomat Beach Resort	12	7.36
African Royal Beach Hotel	66	40.49
<b>Total</b>	<b>163</b>	<b>100</b>

Source: Author's own research

The types of rooms and their prices (per night) at the various hotels are also shown below.

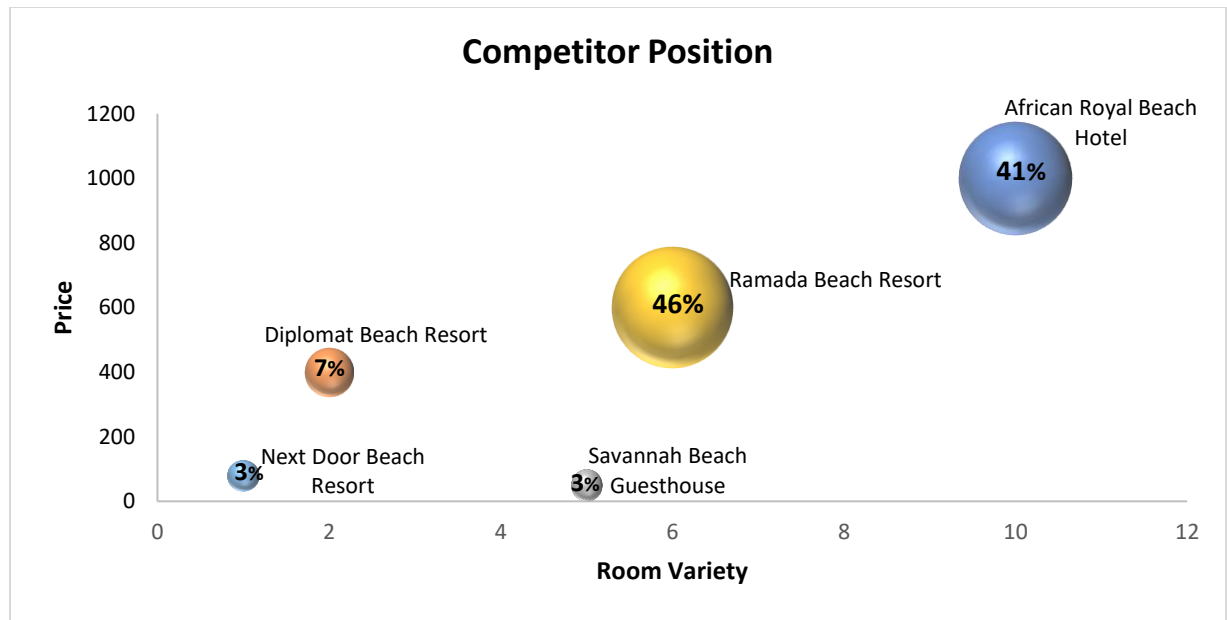
**Table 2*****Rooms and Prices***

<b>Hotel</b>	<b>Type of Room</b>	<b>Prices (GH¢)</b>
<b>Next Door Beach Resort</b>	Standard	80
<b>Savannah Beach Guesthouse</b>	Peacock (private)	50
	Bamboo (shared)	40
	Mahogany (shared)	50
	Sunset (private)	40
	Shrimps (shared)	30
<b>Ramada Resort, Accra</b>	Standard (single)	645
	Standard (double)	731
	Chalet (single)	688
	Chalet (double)	800
	Executive Chalet	860
	Family Room	903
<b>Diplomat Beach Resort</b>	2 bedroom with shared hall	435
	1 bedroom with shared hall	348
<b>African Royal Beach Hotel</b>	Standard (single)	775
	Standard (double)	883
	Deluxe (single)	947
	Deluxe (double)	1,076
	Family (single)	1,119
	Family (double)	1,249
	Seaside Suite	1,119
	Royal Suite (Single)	2,368
	Royal Suite (Double)	2,368
	Presidential Suite	5,381

Source: Author's own research

From Table 2 above, it can be seen that both Ramada Resort, Accra and African Royal Beach Resort have similar room types but varied prices. Using the price, room variety and the number of rooms as market share, a strategic group map was created as shown below.





**Figure 19: Strategic Group Map**

From the chart above, it can be seen clearly that African Royal Beach Hotel is the market leader since its high prices and variety will gain more income than Ramada Resort, Accra's larger market size with lower prices.

#### **4.2 Objectives**

This element focuses on identifying the goals of Ramada Resort, Accra and ultimately seeks to answer the question 'Where Do We Want Be?' as an organization. Since the gap identified for the firm is the attraction and retention of customers, the objectives will be centered on the various elements of the marketing mix which includes the 7 P's namely Product, Price, Promotion, Place, People, Process and Physical evidence.

#### **Product**

Product includes the services provided to guests and includes the restaurant, gym, salon and spa, pool, conference rooms and hotel rooms. The focus of this project will be to

increase patronage of the hotel rooms by 20% by adding an additional room choice for customers.

### **Price**

From the interviews, Ramada Resort, Accra's pricing was rated as moderate. It can however be seen that in comparison with the market leader, Ramada Resort, Accra's prices could still increase but can only be done if accompanied with the necessary changes in the services provided. Pricing of goods and services will therefore be increased by 10% to reflect the market changes in pricing.

### **Promotion**

Promotion involves communicating the benefits and values of our services to customers. Advertisements will be revamped especially with the use of social media as some of their accounts are inactive. Twitter posts and Facebook adverts will be utilized and new accounts will be created on Instagram and YouTube to increase customer base by 20% by the end of the year 2017.

### **Place**

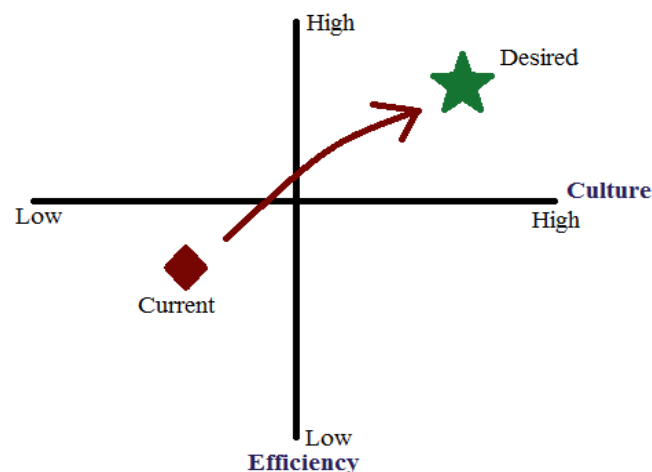
Ramada Resort Accra's location by the beach is great as it provides a serene atmosphere for its clients. The major problem identified is the refurbishment of the place which will be carried out in six months so guests who walk in will be attracted to revisit the place. There will also be constant music to keep the place lively for guests.

### **People**

Customer service needs a drastic change as the success of the service industry depends on the interaction between customers and employees. Discipline will have to be instilled in the employees by creating process flows that need to be followed and their skills will be

improved through training programs. For a change of attitude, organizational culture plays a very big role and as such a culture of discipline and serviceability will be created using the Cultural Dynamics Model in order for employees' productivity to increase by 20% by the end of the year.

From speaking with management, it was clear that no clearly defined organizational culture existed which makes the adherence to values difficult. Low culture ultimately affects the firm's services and thus by improving organizational culture, the employees' efficiency of will also be improve. The newly desired position is shown in the diagram below



**Figure 20: Organizational Culture and Efficiency Matrix**

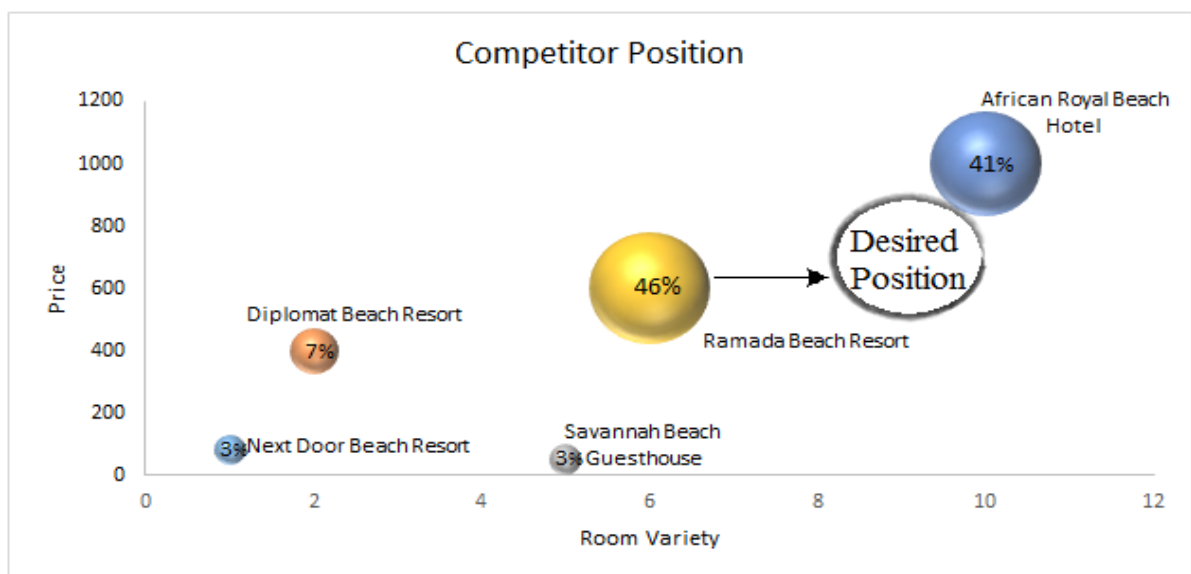
### **Process**

In enhancing the delivery of services, the processes and systems used will have to be evaluated and enhanced. The online system of booking is already functioning but the inaccessible pages on the website will be fixed and the internal processes reviewed and updated by May 2017 to ensure the necessary checks are implemented.

### Physical evidence

Fortunately, Ramada Resort is an international brand which makes its recognition outside the country known. In Ghana, the name ‘Coco Beach Resort’ which was Ramada Resort, Accra’s old name still resonates with a lot of people. Efforts will therefore be put into making Ramada Resort, Accra become as well-known as Coco Beach Resort by the end of July 2017 since the location has not changed.

Efforts in all the P’s of the marketing mix will therefore be geared toward moving Ramada Resort, Accra from its current position to the desired position shown on the strategic group map below.



**Figure 21: New Desired Position**

In summary, the objective is to increase Ramada Resort, Accra’s publicity and market share by providing cost effective and quality service to its clients.

### 4.3 Strategies

In order to reach the desired position depicted in Figure 21, the proposed strategy for Ramada Resort, Accra is the market penetration strategy. Market penetration seeks

business growth through selling existing products in existing markets and as such is a low risk strategy, as the firm is not risking developing new products or venturing into new markets (Chartered Institute of Management Accountants, 2014). Market penetration involves selling more of your product to existing customers, putting in measures to attract customers from your competitors with new and improved features, having a lower price, or increasing your service (eCornell, 2013). Thus, with the market penetration strategy, Ramada Resort, Accra will be able to expand its market share with minimal risk by improving its current services to customers. The target market will still be business travelers and Meetings, Incentives, Conferences, Events (MICE) as well as clients who just want to have access to a serene atmosphere for relaxation

#### **4.4 Tactics**

This section involves the various measures that need to be implemented to carry out the market penetration strategy. The procedures will be broken down under the 7 P's of the marketing mix

##### **Promotion**

Social media will be the main communication tool that will be used to disseminate information to potential clients. Since Facebook already has 677 followers, it will be a great place to start advertising new programs and services. More people can be drawn to the page by running a competition where the person who shares Ramada posts with the most friends tagged and gets the most likes wins a prize. This will not only get the followers engaged but create awareness as the post keeps being shared. Facebook ads (adverts), which cost \$1 - \$5 a day can also be used. Facebook ads are based on the client's specifications and a selected budget for the ads running. With these options,

Ramada Resort, Accra can schedule to run more ads prior and during the peak periods such as Christmas or Easter seasons. Since market penetration succeeds on the basis of having lower prices as compared to competitors, a minimum of \$100.00 equivalent to GH¢ 430.00 is therefore allocated to Facebook ads.

For Twitter, Ramada Resort, Accra has to start tweeting about current services and promotions as that is the only way to trend and get noticed. As more people retweet and like the posts, more people will be drawn to the page which showcases the products and services. Since the account on Twitter still needs to build its follower base, there will be no paid ads on Twitter till the follower number increases. Posts with tags like #RamadaFun or #RamadaPromo can be created and shared on the page however to help spread the word about Ramada Resort, Accra.

Instagram and YouTube are other social media platforms that can be utilized for advertisements. New accounts will be created on these platforms so photos and videos of the place and programs can be broadcasted on these platforms. In addition to these social media platforms, Ramada Resort, Accra can still run the occasional radio adverts and flyers in advertising special programs.

Lastly, Ramada Resort, Accra can undertake activations around the airport which will attract incoming potential guests. Setting up stands around the airport will help create awareness to guests arriving who may not even have a place to stay yet and even attract those who do.

## **Product**

To increase variety, there can be some renaming of the rooms with some special or different services added on the current services. In addition to the chalets available, a

‘Beach Front Chalet’ can be introduced so all the chalets are not showcased with the same qualities. The chalets closest and overlooking the beach can be given this name so guests who want the view of the sea will opt for this chalet at a higher price.

Conference packages can also be created so firms who frequently patronize the conference rooms will get loyalty packages and get discounts for choosing to use the rooms as well. The pool area will also have constant music from a Disc Jockey to entertain guests.

### **Place**

The venue already has an ambiance for relaxation which can be capitalized upon. The buildings and infrastructure however needs major refurbishment as it has not undergone any major maintenance checks in years. This includes acquiring modern furniture, plumbing and sewage checks, general décor upgrade and other maintenance checks for the whole establishment. More pool lounge chairs and umbrellas will also be acquired for the pool area. According to management, the total estimated cost for the refurbishment is \$10,000,000. However, the budget slated for refurbishing the resort is \$5,500,000 which is equivalent to GH¢ 22,872,581.

In order to manage the cost of the refurbishment, the process can be divided into phases so the cost can be spread over a period of time. The first department to be refurbished will be the kitchen as complaints from the customers has its cause rooted in the inefficiencies at the kitchen. After the kitchen, the rooms will be done followed by the restaurant and pool areas and finally general maintenance of other departments will be done based on necessity.

## Price

The pricing of the rooms after the refurbishment will be increased by 10% each as shown below. This increase however still falls below that of its main competitor's prices as a strategy to attract the competitor's customers to Ramada Resort, Accra

**Table 3**

### *Proposed Prices*

Room	Old Price (¢)	Proposed Price (¢)
Standard (single)	645	710
Standard (double)	731	804
Chalet (single)	688	757
Chalet (double)	800	880
Executive Chalet	860	946
Beach Front Chalet	-	1,100
Family Room	903	993

The conference rooms will have their prices maintained with extra services such as provision of snacks and projectors rather being at an extra cost to the client. Prices of conferences and other services shown in Appendix 2 will therefore remain constant. The pool prices will be reviewed from ¢20 and ¢15 to ¢30 and ¢20 for adults and children respectively due to the increase in operational cost and restocking of the pool area materials and equipment.

## People

The first change for the employees will be the improvement in their skills. Training programs need to be implemented as the interviews revealed that more than 50% of the current employees were not trained in the hospitality industry before being employed. Employees can be made to take free online courses that will broaden their knowledge and improve their skills needed in the hospitality industry. Some suggested free accredited

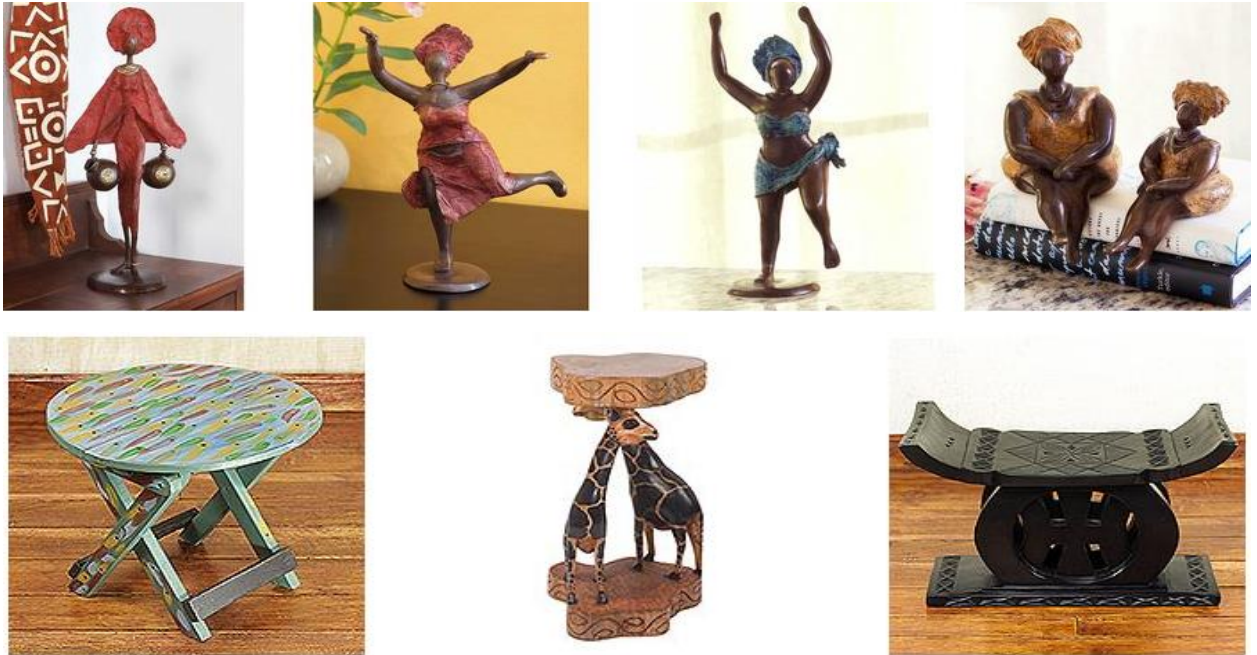


online courses that can be used are the Hotel Management short courses offered by Oxford Home Study College and Brentwood Open Learning College. These short courses will introduce employees to hotel management and the primary duties of key hotel departments and how to carry them out efficiently

For improving organizational culture, the Cultural Dynamics Model will be used. The first step is to transform assumptions into values for the company. After speaking to one of the partners, it was established that Ramada Resort, Accra's aim is to provide a serene environment and the best hospitality service where guests can relax. With this, some values that the organizational culture can be built upon are;

- **Service** – we serve our guests with the best hospitable treatment in a relaxing atmosphere
- **Diversity** – we respect the different cultures of our guests and employees
- **Integrity** – our foundation is rooted in doing the right thing at all times
- **Excellence** – we strive for the best in all we do by providing quality services to guests
- **Teamwork** – we believe in teamwork and the capabilities of each employee as a route to success

After establishing the values of the company, the next step is to realize these values and show them in the artifacts in the hotel. This could be portrayed in the paintings, décor, furniture, upholstery and even clothing. Since diversity is one of the values, the artifacts can portray the rich culture of Ghana as well as those of other countries. This is depicted below.



**Figure 22: Hotel Artifacts**

Also, colours that depict serenity can be inculcated to create the desired relaxing atmosphere. Samples of these colours are shown below.



**Figure 23: Serene Colour Representations**

With the environment depicting the resort's values, both guests and employees will constantly be reminded of them. The last step of promoting organizational culture is the symbolization process. Apart from artifacts, Ramada Resort, Accra can also institute some symbols that represent the firm such as a slogan, logo or company colour.

Fortunately, Ramada Resort, Accra already has the slogan '*Stay Close To Nature*' which

can be emphasized on more and already has a logo with the colour red which is an international logo for the Ramada Resort brand as shown below.



**Figure 24: Company Logo**

Going through the whole process of establishing the organizational culture will help make the employees more dedicated to their work once the culture is instilled into their everyday processes. Eventually, a high level of culture will result in higher efficiency as the employees will understand the purpose of the firm and be more committed to their duties.

### **Process**

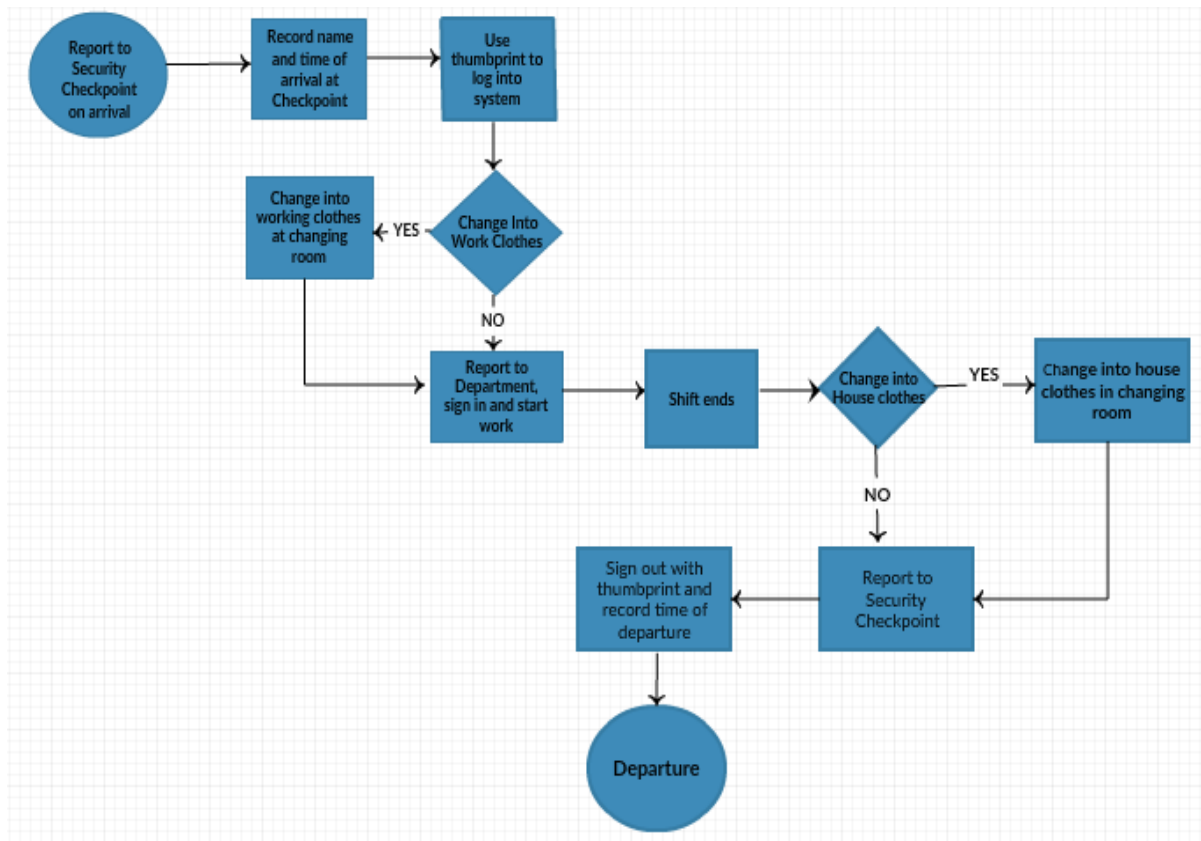
Figure 25 below shows the online interface for booking a room at Ramada Resort, Accra.

The online booking process is functioning and can be used for guests located both nationally and internationally.

The image shows a screenshot of the online booking interface for Ramada Resort. It includes input fields for 'Name', 'Email', and 'Mobile'. Below these is a 'Select Room' dropdown menu. At the bottom, there is a 'RESERVATIONS' section with 'Check In' and 'Check Out' date pickers, a '1 Night' duration dropdown, '0 Adult' and '0 Children' dropdowns, and a 'Book Now' button.

**Figure 25: Online Booking Interface**

For the employees, the following process flow chart should be instituted to check employee punctuality to work. This process flow chart will be made visual by pasting them in all departments.



**Figure 26: Employee Arrival and Departure Work Process Flow Chart**

### Physical evidence

Physical evidence consists of the ambiance and surroundings of the resort. Since the cool breeze from the sea already provides a relaxing atmosphere for guests, the hotel just needs an upgrade in its infrastructure which will make guest experience enjoyable. Also, the organizational culture established above already inculcates some artifacts and symbols that makes Ramada Resort, Accra unique. Below are some pictures of the resort.



**Pool area**



**Chalets**



**Entrance to Reception**



**Lawn area****Huts by the beach****Rooms****Gym****Figure 27: Ramada Resort Pictures****4.5 Actions**

This section provides the details on how the tactics will be carried out. This includes the personnel in-charge of the activity, the duration and the cost involved.

**Table 4****Action Plan**

<b>Personnel In-Charge</b>	<b>Activity</b>	<b>Duration</b>	<b>Cost (GH¢)</b>
<b>Marketing Manager</b>	Social media engagement and promotions -Facebook -Twitter -Instagram -YouTube	All year long with focus on more adverts during Easter, Valentine and Christmas Seasons	430

<b>Management and Department Heads</b>	Organizational Culture Implementation	4 months (1 <sup>st</sup> month – assumptions 2 <sup>nd</sup> month – Values 3 <sup>rd</sup> month – Artifacts 4 <sup>th</sup> month- Symbols)	400
<b>Human Resource Manager</b>	Online Hotel Management Training		
	Hotel Management (short course) – Oxford Home Study College	80 hours	N/A
	Hotel Management Course- Brentwood Open Learning College	20 hours	N/A
<b>Department Heads</b>	Internal Department Record Checks	1 week	N/A
<b>General Manager</b>	Refurbishment Phase 1: Kitchen 2: Rooms 3: Restaurant and pool 4: General fixtures and fittings	6 months	22,871,751
		<b>TOTAL</b>	<b>22,872,581</b>

The first activity is the social media marketing campaign as that is the simplest to set up and control. Free accounts can easily be created and promotions can be run during the festive seasons to attract more customers. The cost attached is that of running Facebook adverts for a year as Ramada Resort, Accra's existing account already has over 600 followers which can be increased with more exposure of the resort. The implementation of the social media marketing campaign and organizational culture process can be done simultaneously as these two activities will be handled by different managers and are not dependent on each other. The GH¢ 400 allocated to the culture sessions is for the provision of juice or drinks as an incentive for the employees' engagement.

As the culture of the firm is being introduced, employees can also undertake the new hotel management courses online to boost their skills which will be at no cost to the firm. The internal process flow charts created can be introduced to all departments and posted at vantage points. This will make them visual and serve as a constant reminder for the employees to follow. After a week of following the processes outlined on the chart, it will then be formally implemented.

The last activity is the refurbishment of the resort which will be managed by the General Manager. Due to the huge cost involved, the process has been broken down into phases. This will enable the most pressing need to be satisfied first. In all, undertaking all the tactics will cost GH¢ 22,872,581.00.

#### **4.6 Control**

This section deals with the measures that can be used to control the implemented tactics and check for its success. For the internal procedures, record books or online record system will be available for department heads to crosscheck activities of employees. The online hotel management training program will also have an assessment that employees will take at the end of the course to ensure that they successfully understood the lessons taught.

According to Philip Kotler, there are four types of marketing controls and they include annual plan control, profitability control, efficiency control and strategic control (Jaideep, 2016). For Ramada Resort, Accra, the proposed control measure is the Annual Plan Control which includes setting objectives, allocating resources, defining time limit, and formulating rules, policies and procedures (Jaideep, 2016). As the market penetration



strategy is the basis for the strategy, resources have to be used efficiently so lower prices can be charged to outperform competitors. This control measure is broken down below.



**Figure 28: Five Measures of Annual Plan Control**

With this control measure, standards and goals already set will be compared with the results of an analysis of current sales, market share, expenses-to-sales, customer and stakeholder attitudes and finances and where defaults are found, corrective measures will be put in place.

## CHAPTER 5: CONCLUSION AND RECOMMENDATION

### 5.1 Conclusion

Competition in the hospitality industry has undoubtedly increased over the years with hotels struggling to attract and retain customers. For Ramada Resort, Accra, this is no exception as a gap in attracting and retaining customers was discovered. As such, a solution in the form of a marketing plan was developed using the SOSTAC model. This model involves determining the current *Situation* of the problem, stating the *Objectives* or goal, determining a *Strategy*, *Tactics* and *Actions* to take and finally instituting *Control* measures to check the success of the strategy implemented.

The market penetration strategy proposed will enable Ramada Resort, Accra attract and retain new customers including those of its competitors. This strategy provides service variety for a lower price as compared to those of its competitors. Other suggestions in the solution which will help improve the resort's services and publicity include free online employee training on hotel management, efficient use of social media, ensuring internal checks on employee punctuality and refurbishing the company. In controlling these changes, the Annual Plan Control method of marketing control propounded by Philip Kotler was proposed as it mainly checks current performance with annual plans or goals and takes corrective action when needed.

### 5.2 Project Limitations

The following limitations were encountered throughout the project.

- i. Due to the employee shift system, data was gathered from only one-third of the employee population which may cause bias and under coverage of some processes
- ii. Ramada Resort, Accra's long distance did not permit frequent visits which could have resulted in gathering more data for the analysis

**5.3 Recommendation**

Organizational culture plays an important role in the efficiency of employees at the workplace. This is because a high level of organizational culture increases commitment of employees to the cause of the work which also results in improved efficiency. Thus, in curbing the problem, it is recommended that Ramada Resort, Accra instills a unique culture in the organization. This was therefore inculcated in the solution by using the processes in The Cultural Dynamics Model. In effect, by instituting the proposed marketing plan coupled with the implementation of a unique organizational culture, Ramada Resort, Accra will be able to use the market penetration strategy to beat competition and eventually become market leaders in the hospitality industry of Ghana.

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**APPENDICES****1.0 Interview Guide****For Management**

1. How long have you been working with Ramada Resort?
2. Has there been any changes in the management system since you started working here?  
-If yes, what effect did that change have?
3. How has the work environment or the provision of services evolved over the years?
4. How do you attract customers to your resort?
5. What are the strengths of the resort?
6. What are the weaknesses or challenges being faced by the resort?
7. If you had the opportunity to change anything about the resort what would it be and why?

**For Employees**

1. How long have you been working with Ramada Resort?
2. Which department do you work in?
3. What position do you hold in your department?
4. Has there been any changes in your department since you started working here?  
-If yes, what effect did that change have?
5. How has the work environment or the provision of services evolved over the years?
6. What are the strengths of your department?  
-What are the strengths of the hotel?
7. What problems or difficulties do you face in your department?
8. What was your highest level of education? Did you have any training in the hospitality industry or work in a hotel before being employed at Ramada?
9. If you had the opportunity to change anything about the hotel what would it be and why?

**For Current Customers**

1. How long have you been patronizing Ramada Resort's services? First time, 6 months, a year, etc.
2. What services do you patronize? Restaurant, pool, hotel room, etc.
3. How did you hear about Ramada Resort? Online, family, Radio or TV adverts, Flyers, etc.
4. What ratings will you give the hotel? 1 star, 2 star, 3 star, 4 star or 5 star.
5. How would you rate the services you patronize? Below average, Average, Good, Excellent.
6. How would you rate the pricing of Ramada's services? Low, moderate, High
7. Is there any service you would like Ramada resort to add to its current services?
8. If you had the opportunity to change anything at Ramada Resort, what would it be?

**For Potential Customers**

1. Have you ever heard of Ramada Resort or New Coco Beach Resort? If yes, how?



2. Is there any reason why you have not patronized their services?
3. Which hotels or restaurants do you visit? Why these choices?
4. What do you look for before patronizing the services of a hotel or restaurant?
5. What would make you patronize Ramada Resort's services?

## 2.0 Conference and Room Rates



### RATES, PACKAGES AND DISCOUNT POLICIES FOR 2015

#### INTRODUCTION

As per the collective agreement of the various Departments in Ramada Resort Accra to meet and exceed the 2015 budget, the following policies on rates, packages and discounts have been established.

#### ROOM RATES

##### CHALETs

- SINGLE ROOM
- DOUBLE ROOM
- SUITE

##### RACK RATE (2014)

US\$140  
US\$185  
US\$200

##### STANDARD ROOMS

- SINGLE
- DOUBLE
- TWIN
- FAMILY

##### RACK RATE (2014)

US\$150  
US\$170  
US\$170  
US\$210

#### CORPORATE RATES

##### CHALETs

- > SINGLE ROOM
- > DOUBLE ROOM
- > EXECUTIVE

##### CORPORATE RATE (2015)

US\$80  
US\$120  
US\$150



##### STANDARD ROOMS

- > SINGLE
- > DOUBLE
- > TWIN
- > FAMILY

##### SPECIAL CORPORATE RATE (2015)

US\$80  
US\$144  
US\$130  
US\$147

#### HOONEYMOON PACKAGE (US\$300/NIGHT)

- Decorated Room
- Buffet Breakfast
- Fruit Basket
- Wine
- Aromatherapy / Body Massage
- Candle Light Dinner
- Turn-Down Services (Daily)
- A bottle of Wine

*Avail Yourself To A 3-Night Package Of Sheer Ecstasy and Romantic Bliss!*

#### GYM

DURATION	ADULT(SINGLE)GH¢	ADULT (COUPLE)GH¢	KIDS (5-12 YRS)GH¢
One Month	150.00	250.00	Free
Three Months	300.00	500.00	Free
Six Months	600.00	800.00	Free
One Year	800.00	1000.00	Free
Walk-In	10.00	18.00	Free

*Registered members are entitled to aerobics lessons every Saturday and Sunday from 6am to 7am.*

#### POOL

DURATION	ADULT(SINGLE)GH¢	ADULT (COUPLE)GH¢	KIDS (5-12 YRS)GH¢
One Month	250		150
Three Months	600		300
Six Months	900		450
One Year	1,500		600
Walk-In	15.00		8.00



### Travel and Tour Operator's Rate

- SINGLE ROOM: US\$80
- DOUBLE ROOM: US\$100

### RESIDENTIAL CONFERENCE

#### ♦ FULL BOARD US\$ 160.00 per Person per Day

##### Includes:

- Accommodation (Bed & Breakfast)
- Buffet lunch with a bottle of soft drink
- Buffet dinner with a bottle of soft drink
- Two coffee breaks
- Two Bottled mineral water and mints for participants at conference hall
- Flip chart and pad, markers, folders, notepads and pens
- Cost of conference hall and set up
- P. A. System with microphones with speakers
- Access to WIFI internet
- Complimentary swimming pool
- Complimentary airport shuttle

#### ♦ HALF BOARD US\$ 140.00 per Person per Day

##### Includes:

- Accommodation (Bed & Breakfast)
- Buffet Lunch or Dinner with a bottle of soft drink
- One coffee break
- Bottled mineral water and mints for participants at conference hall
- Flip chart and pad, markers, folders, notepads and pens
- Cost of conference hall and set up
- P. A. System with microphones with speakers
- Access to WIFI internet
- Complimentary swimming pool
- Complimentary airport shuttle



### NON-RESIDENTIAL CONFERENCE

#### ♦ FULL BOARD US\$ 60.00 per Person per Day

##### Includes:

- Buffet lunch with a bottle of soft drink
- Buffet dinner with a bottle of soft drink
- Two coffee breaks
- Bottled mineral water and mints for participants at conference hall
- Flip chart and pad, markers, folders, notepads and pens
- Cost of conference hall and set up
- P. A. System with microphones with speakers
- Access to WIFI internet

#### ♦ HALF BOARD US\$ 50.00 per Person per Day

##### Includes:

- Buffet Lunch or Dinner with a bottle of soft drink
- One coffee break
- Bottled mineral water and mints for participants at conference hall
- Flip chart and pad, markers, folders, notepads and pens
- Cost of conference hall and set up
- P. A. System with microphones with speakers
- Access to WIFI internet

##### Extra Costs:

Projector and screen	US\$100 / day
Break out rooms	US\$100 / day
Hayatt	US\$1000/day
Ammer	US\$750/day
Eno Ahoagyewaa	US\$750/day
Pool side	US\$2000/day
Lawn Area	US\$2000/day



### Ramada Social function Package

#### Wedding Reception

- **Ivy Package US\$50/person** (Minimum 150 ~~pax~~)  
Complete Setup and Decoration  
(Venue, Red Carpet, Marquee setup, covered tables and chairs with sash, floral arrangement, and High table)  
Buffet setup  
Assorted Drinks (Soft Drink or Mini Beer Each)  
A bottle of water (each)  
A bottle of Wine on each table  
Music  
Complimentary Room Night for Couple
- **ENO PACKAGE US\$40/PERSON (MINIMUM 150)**  
(Venue, Red Carpet, Normal setup, covered tables and chairs with sash, floral arrangement, and High table)  
Buffet setup  
Assorted Drinks (Soft Drink or Mini Beer Each)  
A bottle of water (each)  
A bottle of Wine on each table  
Music  
Complimentary Room Night for Couple
- **Lilly Package US\$30/person** (Minimum 150 ~~pax~~)  
Buffet setup  
Assorted Drinks (soft drink or mini beer; a bottle each)  
A bottle of water (each)  
A bottle of Wine on each table  
Music  
Complimentary Venue  
Complimentary Room Night for Couple