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**TRAVEL & TOURISM**

**9395/32**

Paper 3 Destination Marketing

**May/June 2019**

MARK SCHEME

Maximum Mark: 50

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**Published**

This mark scheme is published as an aid to teachers and candidates, to indicate the requirements of the examination. It shows the basis on which Examiners were instructed to award marks. It does not indicate the details of the discussions that took place at an Examiners' meeting before marking began, which would have considered the acceptability of alternative answers.

Mark schemes should be read in conjunction with the question paper and the Principal Examiner Report for Teachers.

Cambridge International will not enter into discussions about these mark schemes.

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This document consists of **9** printed pages.

**Generic Marking Principles**

These general marking principles must be applied by all examiners when marking candidate answers. They should be applied alongside the specific content of the mark scheme or generic level descriptors for a question. Each question paper and mark scheme will also comply with these marking principles.

**GENERIC MARKING PRINCIPLE 1:**

Marks must be awarded in line with:

the specific content of the mark scheme or the generic level descriptors for the question  
the specific skills defined in the mark scheme or in the generic level descriptors for the question  
the standard of response required by a candidate as exemplified by the standardisation scripts.

**GENERIC MARKING PRINCIPLE 2:**

Marks awarded are always **whole marks** (not half marks, or other fractions).

**GENERIC MARKING PRINCIPLE 3:**

Marks must be awarded **positively**:

marks are awarded for correct/valid answers, as defined in the mark scheme. However, credit is given for valid answers which go beyond the scope of the syllabus and mark scheme, referring to your Team Leader as appropriate  
marks are awarded when candidates clearly demonstrate what they know and can do  
marks are not deducted for errors  
marks are not deducted for omissions  
answers should only be judged on the quality of spelling, punctuation and grammar when these features are specifically assessed by the question as indicated by the mark scheme. The meaning, however, should be unambiguous.

**GENERIC MARKING PRINCIPLE 4:**

Rules must be applied consistently e.g. in situations where candidates have not followed instructions or in the application of generic level descriptors.

**GENERIC MARKING PRINCIPLE 5:**

Marks should be awarded using the full range of marks defined in the mark scheme for the question (however; the use of the full mark range may be limited according to the quality of the candidate responses seen).

**GENERIC MARKING PRINCIPLE 6:**

Marks awarded are based solely on the requirements as defined in the mark scheme. Marks should not be awarded with grade thresholds or grade descriptors in mind.

Question	Answer	Marks
1(a)	<p><b>Explain <u>two</u> challenges that the Rhode Island Commerce Corporation (RICC) faced in branding the destination.</b></p> <p>Award one mark for each of two identified roles, plus an additional mark for an explanation of each.</p> <p>Responses may include the following and/or other relevant information:</p> <ul style="list-style-type: none"> <li>A destination is made up of composite products, not just one product (1)</li> <li>not everyone will associate Rhode Island only for its sailing (1)</li> <li>Intangibility of the tourism offering (1) trying to promote an experience that people may not trust (1)</li> <li>The destination's reputation and image are not created by the destination management organisations in charge of its marketing and promotion (1)</li> <li>the brand agency here did not understand the market as well as they might have done (1)</li> <li>Diverse range of organisations and partners involved in crafting and delivering the brand (1) which means the messages might become diluted or confused/difficulty in communicating the destination message/no consensus (1)</li> <li>Lack of funding for marketing efforts/marketing is expensive (1) will depend on the marketing budget (1)</li> <li>Difficult to create a unique identity in the face of stiff competition (1) many similar destinations are using brands for the same reasons (1)</li> </ul> <p>Other relevant responses should also be credited.</p>	<b>4</b>

Question	Answer	Marks
1(b)	<p><b>Discuss the factors affecting the RICC’s selection of methods for communicating the destination brand messages.</b></p> <p>Indicative content:</p> <ul style="list-style-type: none"> <li>Costs</li> <li>Global reach</li> <li>24-hour marketing</li> <li>Lead times</li> <li>Options for personalisation</li> <li>Ability to track success/conversion rates</li> </ul> <p>Other relevant responses should also be credited. Mark according to the levels of response criteria below:</p> <p><b>Level 3 (7–9 marks)</b> Candidates provide a discussion of the considerations for selection of communication method/s, suitable to Rhode Island. Candidates will show a clear understanding of the question and include detailed discussion of the factors that RICC will have taken into consideration. Candidates effectively discuss each factor and clearly attempt to show the importance of each one mentioned. An overall judgement about which factor will most affect decisions about communication methods 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 Rhode Island.</p> <p><b>Level 2 (4–6 marks)</b> Candidates provide an explanation of some considerations for selection of communication method/s, with some suitability for Rhode Island. Answers will show an understanding of the question and include identification and explanation of one, two or more factors RICC might consider in choosing communication methods. 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 Rhode Island.</p> <p><b>Level 1 (1–3 marks)</b> Candidates identify/describe up to three considerations for selection of communication method/s. There may be no connection with Rhode Island. The answer will be limited, listing or describing one or more factors.</p> <p><b>Level 0 (0 marks)</b> No content worthy of credit.</p>	9

Question	Answer	Marks
1(c)	<p><b>Evaluate the most suitable market analysis tools and techniques for RICC to use to analyse the marketing environment for the destination brand.</b></p> <p>Indicative content:</p> <ul style="list-style-type: none"> <li>Statistical analysis of travel trends, customer behaviours and preferences for destinations, and the popularity of destinations</li> <li>Analysis of Strengths, Weaknesses, Opportunities and Threats (SWOT Analysis)</li> <li>Analysis of Political, Economic, Social and Technological external influences (PEST Analysis)</li> <li>Competition amongst destinations</li> <li>Stage on the Butler ‘Destination Lifecycle’ model</li> <li>The Ansoff Matrix</li> <li>The Boston Matrix</li> </ul> <p>Other relevant responses should also be credited. Mark according to the levels of response criteria below:</p> <p><b>Level 3 (9–12 marks)</b> Candidates provide evaluation of the suitability of different market analysis tools and techniques for Rhode Island. Answers will consider a broad range of analytical tools. An overall judgement about the most effective tools for Rhode Island 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 Rhode Island.</p> <p><b>Level 2 (5–8 marks)</b> Candidates provide an explanation of the suitability of different market analysis tools and techniques for Rhode Island. 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 Rhode Island</p> <p><b>Level 1 (1–4 marks)</b> Candidates identify/describe up to four different market analysis tools and/or techniques but may not apply them to the context of Rhode Island. Answers may be in list format or may describe one or more tool. There may be little or no specific reference to Rhode Island.</p> <p><b>Level 0 (0 marks)</b> No content worthy of credit.</p>	<b>12</b>

Question	Answer	Marks
2(a)	<p><b>Explain <u>two</u> market research methods that the Jamaica Tourist Board (JTB) might use to gather tourism data.</b></p> <p>Award one mark for an appropriate example of a market research method and a second mark for the explanation of each method.</p> <p>Responses may include the following and/or other relevant information:</p> <ul style="list-style-type: none"><li>Primary research (1) exit surveys at the cruise terminal to find out first-hand visitors' opinions of the destination (1)</li><li>Secondary research (1) gathering statistical data from hotel operators to calculate occupancy rates as a measure of popularity (1)</li><li>Qualitative research (1) using focus groups to ask direct open questions to find out visitors' actual wants and needs (1)</li><li>Quantitative research (1) gathering numerical data to identify trends in visitor behaviour – average spend, average number of nights, etc. (1)</li></ul> <p>Other relevant responses should also be credited.</p>	<b>4</b>

Question	Answer	Marks
2(b)	<p><b>Analyse, using the Butler Destination Lifecycle model, the position of Kingston, Jamaica in the tourism market.</b></p> <p>Indicative content:            Stage on the Butler ‘Destination Lifecycle’ model (Exploration, involvement, development, consolidation, stagnation, decline or rejuvenation)</p> <p><b>Stagnation:</b> Peak numbers of visitors will have been reached. There is a growing awareness of negative environmental, social, cultural and economic tourism impacts. Sales go down as the country goes out of fashion and there is evidence that the original cultural and natural attractiveness of the destination has been lost. Profits are low and businesses may leave the market or diversify to other types of product. Furthermore, because there may be fewer businesses in the local tourism marketplace, prices can be increased, thus accelerating the decline.</p> <p><b>Decline versus rejuvenation:</b> Butler’s model of destination development and evolution ends with a series of options that all resorts will have to face at some time:</p> <ul style="list-style-type: none"> <li>– <b>Immediate decline:</b> Visitor numbers fall quite rapidly and the tourism base severely contracts, resulting in a local economic depression.</li> <li>– <b>Decline:</b> The destination will face a declining market and will be unable to compete with newer destinations or destinations who better meet the needs of the modern tourist.</li> <li>– <b>Stabilisation:</b> The destination is able to maintain its market share but there is little, if any, continued growth and development.</li> <li>– <b>Reduced growth:</b> The effects of competition mean that even with new development plans, the destination is never able to return to the levels of previous growth and development.</li> <li>– <b>Rejuvenation:</b> If major changes are made such as improving the environment and tourism infrastructure, better marketing or the addition of more attractions for example, then the destination may experience a period of rejuvenation. This is a period of further growth and development brought about by innovation and renewed diversification. In effect, the destination re-invents itself and extends its appeal to different market segments.</li> </ul> <p>Other stages of the Butler Destination Lifecycle Model may be accepted, based on the candidate’s justification for placing Jamaica at that stage.</p>	9

Question	Answer	Marks
2(b)	<p>Mark according to the levels of response criteria below:</p> <p><b>Level 3 (7–9 marks)</b> Candidates provide an analysis of the position of Kingston in the tourism market based on the Butler model. 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 Jamaica.</p> <p><b>Level 2 (4–6 marks)</b> Candidates provide an explanation of the position of Kingston in the tourism market based on the Butler model. Candidates will show an understanding of the question and include explanation of one, two or more reasons for the position on the model. 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 Jamaica.</p> <p><b>Level 1 (1–3 marks)</b> Candidates identify/describe some of the stages of the Butler model without specific mention to Kingston. The answer might list stages of the model or might describe one reason for a chosen stage. There will be little or no reference to Jamaica.</p> <p><b>Level 0 (0 marks)</b> No content worthy of credit.</p>	



Question	Answer	Marks
2(c)	<p><b>Discuss how the JTB might adapt its marketing mix to market Jamaica as ‘the premier Caribbean tourism destination’.</b></p> <p>Indicative content:</p> <ul style="list-style-type: none"> <li>Product (what the destination offers)</li> <li>Price (approaches and strategies used to charge customers for using the products and services of the destination)</li> <li>Place (distribution channels in making the destination accessible to customers)</li> <li>Promotion (using a range of promotional methods to raise awareness of the destination with customers)</li> </ul> <p>Other relevant responses should also be credited. Mark according to the levels of response criteria below:</p> <p><b>Level 3 (9–12 marks)</b> Candidates provide discussion about how the JTB might adapt its marketing mix to market Jamaica as a premier destination. Candidates will show a clear understanding of the question and include detailed discussion of each element of the marketing mix. Candidates effectively discuss each element and clearly attempt to show the importance of each aspect and an overall judgement about which element of the marketing mix will most influence marketing decisions for Kingston 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 Jamaica.</p> <p><b>Level 2 (5–8 marks)</b> Candidates provide an explanation of how the JTB might adapt its marketing mix to market Jamaica as a premier destination. Candidates will show an understanding of the question and include identification and explanation of one, two or more elements of the marketing mix within the context of Jamaica. The answer is relevant and shows reasonable knowledge and understanding of specific marketing concepts and principles, with some use of appropriate terminology.</p> <p><b>Level 1 (1–4 marks)</b> Candidates identify/describe some elements of the marketing mix, but with no specific reference to Jamaica. The 4 Ps may be listed or at least one element may be described with limited or no reference to Jamaica.</p> <p><b>Level 0 (0 marks)</b> No content worthy of credit.</p>	12