

# GROUP PROJECT NUAEZ LUXURY TOURISM

The purpose of this report is to research and investigate the potential for marketing overseas our NZ high end tourism products and services. We are looking at identifying the United Arab Emirates (UAE) as a market to enter. We are evaluating this alternative, amongst others, to see if it presents as the best opportunity for our firm, NUAEZ. We will also provide strategic recommendations on how to proceed further to take advantage of this opportunity

Our firm specialises in adding value to commodity primary products or creates new products that could appeal to nice markets overseas by exploiting the NZ country of origin effect



*Not just another "me too" company*

*Team Members*

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## Terms of Reference

Ravi Bhat, Lecturer of International Marketing at UNITEC, has requested this report on adding value to a NZ product/service and exploring the potential of marketing to an international market. As with all of our marketing efforts the emphasis is not about just being another “me too” company. We have chosen the high end tourism products and services of NZ Tourism and are adapting it to the Islam/Muslim requirements of UAE, after exploring other options.

Our company is NUAEZ - a combination of the initials NZ & UAE. The Tourism industry is all about relationships and we want to provide a strong connection between NZ, providing a safe haven, and UAE, a nation that needs safety and security, and attention to their specific religious and cultural requirements when travelling. The UAE citizens also are the most liberal of the Middle East. NZ has proven to be one of the safest nations in the world, so is an ideal destination for tourists from UAE.

The report and presentation are to be submitted in class by 10 November 2011.

## Procedure

Each member of our group has been delegated various tasks to contribute to the report. Considerable secondary research using websites, journals, business and tourism newspapers and magazines have been used to conduct the research, along with utilising group members experience in the tourism industry in NZ.

# 1 Analysis of the Product

## 1.0 What is NUAEZ

NUAEZ (pronounced new-aiz) is a New Zealand based luxury travel company, specialising in bringing United Arab Emirates (UAE) tourists to New Zealand.

The United Arab Emirates (UAE), created in 1971, is made up of seven emirates - Abu Dhabi, Dubai, Sharjah, Ajman, Umm al-Quwain, Ras al-Khaimah and Fujairah. Abu Dhabi is the capital and the largest city, followed in size by Dubai. (refer map in Appendice)

NUAEZ will provide a high-end service of 5 star + quality, catering to only the most discerning of UAE guests. Accommodation will be provided by the most elite lodges and hotels that New Zealand has to offer. All transfers will be provided by chauffeur driven luxury vehicles and/or helicopters; bespoke travel arrangements.

Travel packages will be hand crafted to meet the precise requirements of our clients, catering predominantly to families and small peer groups.

Clients will be assigned a personal bi-lingual guide who will travel with them and be responsible for all aspects of the guests travel experience, including but not limited to the co-ordination of activities, arranging of special requirements and any other special requests.

- NUAEZ's key product focus is to provide a safe, discrete and culturally sensitive travel experience of the highest quality, while highlighting the very best that New Zealand has to offer as a travel destination.

## **1.1 Market Adaption**

In order to appeal to the UAE travel market it is important to acknowledge and cater to cultural and religious needs.

All accommodation providers will cater to Halal food requirements and make space available for Salat (mandatory prayer times). Staff will be trained in and be made aware of religious requirements (eg modest dress) as well as in cultural sensitivities.

NUAEZ will take all measures necessary in ensuring that the services provided by supply partners are in meeting with our key product focus.

## **1.2 Branding**

NUAEZ is a luxury niche product targeting a niche market. With the target audience being of such a discerning and unique nature, it is important to create a brand image that is representative of not only the best that New Zealand has to offer, but also of a company that provides the highest quality of service as well as catering to the very specific needs of the Muslim culture.

NUAEZ will create this image by developing a strong and personal relationship with leading travel companies in UAE who are already catering to NUAEZ's target audience. NUAZ will offer the preferred option to these companies when booking luxury international travel for their clients.

## **1.3 NUAEZ Logo**

NUAEZ is an acronym for 'NZ' and 'UAE', developed to create an immediate connection between the two nations.

The colours black and white symbolise New Zealand as the travel destination, and the colours green, red and white symbolise United Arab Emirates as the client nation.

The silver fern is used to reinforce New Zealand's 'Country of Origin Effect' by incorporating a well-known and recognisable symbol on New Zealand.

'Luxury Tourism New Zealand' has been added as a tag line to outline who NUAEZ are and what we do.

Refer Appendix A for logo

## 1.4 Brand Positioning

NUAEZ will be positioned as the leading luxury travel brand and luxury tourism specialists, catering to UAE's most discerning travellers; Offering the utmost in client safety, security, discretion, privacy and cultural sensitivity.

NUAEZ will be the first choice luxury travel company, offering an alternative to regular luxury travel destinations.

# 2 Researching International Markets and Market Selection

## Country selection & criteria

We are a high end tourism provider with a differentiation point "we cater for the Islamic faith and the specific needs of Muslims".

Research was carried out to arrive at a portfolio of attractiveness and three candidate countries were chosen from the initial screening process. The criteria for selection involved finding a high density of wealthy people, to market our tourism company NUAEZ. Other criteria that was used, was to find a high populace of the Muslim faith as luxury Muslim tourism is a differentiating point of our company.

The seven countries chosen for initial analysis are Saudi, Oman, Yemen, UAE, Kuwait, Qatar and Israel. All have a high percentage of HNWI as the United Emirates boast the highest density of millionaire's in the world (see appendix). The Islamic faith is also the main religion for the region. The first element relating to overseas market choice involves aspects such as customer sensitivity, extent of customer concentration and availability of close substitutes it also offers clusters of markets to be further analysed (Toyne & Walter 2008 P 278). The selection process considers the markets in relation to a succession of criteria. Preliminary screening for the purpose of our venture involves population, density, wealth, faith and culture.

After the second round of screening it has been decided that the UAE has the most attractive portfolio as it ticks all the criteria boxes in the selection process. They also have a democratic system and a substantial developed infrastructure including world class airports. The UAE has wealth, a high density of Muslims, and a stable democratic government. Kuwait's long history of political un-rest and Qatar's lack of democracy, the forced abdication that they have had historically are the deciding factors in their exclusion.

Further analysis of the demographic make-up of the UAE suggests Abu Dhabi and Dubai are the 2 main centres and area's to concentrate our resources at start up due to the population spread and location of channel partners.

We also looked at religion, languages spoken, percentage of working populace and urbanization. Although they are all lucrative the UAE stood out with a well-developed infrastructure and a democratic political environment

The UAE has a little over 5 million with over 50 thousand HNWI. The population is 96% Muslim. UAE's 2 main centres are Dubai and Abu Dhabi and we intend to market into these cities at start-up

## 3 The Market Profile of the Selected Country

### 3a Niche Target Market

Demographics: A profile of our ideal client is well educated, widely travelled and well versed in English.

Generally they are warm, hospitable and respectful. They are strong in Islamic Faith which permeates every aspect of their life. This is from dress right through to the way they detail with financial affairs. Their values include generosity and charity. The core of their values is family as a focal part of social, political and economic activities. They are tolerant to other cultures, while promoting their own Islamic Faith. They are from a patriarchal society indicating the male is the decision maker.

Gifts will be a necessary part of the relationship. Respect, warmth and hospitality are essential in the way we deal with clients

Of the population of almost 5.15million, 78% is aged 15-64 with a growth rate of 3.28%. 84% live in urban areas. 74% of the population in the 15-64 is non-national (2011). This suggests there are about 500,000 expats in UAE. Refer Appendix A for a breakdown of the population by Nationality. We need to offer a wide range of exclusive activities to cater for the broad age groups.

UAE is recognised as being more liberal than other Middle East nations.

They are technically and internet savvy. Internet usage patterns include using the internet for searching, emailing, chatting, entertainment and online discussions. Users represent 75.9% of the overall population. 47% of internet users subscribe to Facebook.

The 3 A's Model shows 3 groups of travellers in the luxury model. Ultra High Net Worth Individuals (own at least \$50m in assets). There are approx. 80-90,000 of these people worldwide. UAE has 52,600 of them. Other groups within this model include High Net Worth Individuals and Aspiring Individuals (minimum of owning USD1m in assets). Ultra High Net Worth Individuals fits our target market – niche within niche

**Channel Partners** – please refer to Appendix G

**Recommendations for Niche Target Market**

Cultural and religious requirements means we will need to include training all staff through our network to have a real understanding of their requirements. Eg. Halal Food, Prayer time, values etc.

Our marketing campaigns need to target the male decision maker. Our concierges need to focus on the male. However, for some this may not hold true given the UAE is more liberal in their thinking. We recommend our staff are able to handle these differences on an individual basis. It will be dangerous to make too many assumptions.

We need to offer a wide range of activities across a broad age group.

Break down our target market into groups: Muslims, Non-Muslims. We can target the non-Muslims at a later stage as there are many other High Net Worth Individuals in UAE.

Important we have web and internet presence

Proceed with targeting Ultra High Net Worth Individuals

### 3b Competitors in UAE

Often tour operators in UAE are a mixed business. They offer cargo & shipping, corporate and conference and business type services alongside the leisure services and holiday destinations. They are often larger business with subsidiaries that deal in leisure tourism. There are none offering NZ as a specifically and exclusively. By focusing on our core competency of offering leisure and holiday services, we have a differentiated product/service to offer. In NZ, not many travel agents target UAE as a niche within niche market.

Common destinations for UAE clients travelling outbound are North America, Europe, other parts of the Middle East, Africa and what they refer to as the "Far East & Subcontinent", which we refer to as Asia. They are only a few travel agents who offer itineraries to Australasia. Of the few that do e.g. Al Tayer Holidays ([www.altayer-travel.com](http://www.altayer-travel.com)) **NZ is not listed** as a destination. NZ is not currently a destination commonly on offer to citizens of UAE

The question "Why not?" needs to be addressed. This could be because NZ Tourism has not focused on the Middle East as an opportunity within their marketing objectives. Their limited budget has meant historically we look to markets like Australia, UK, Japan, Canada & USA for developing tourism and more recently the emerging markets of Asia and India for building alliances and distribution channels within tourism.

Attracting UAE tourists to NZ, will require the building of new relationships and distribution channels.

### Recommendations for competition

Take advantage of our competitive advantage by being exploiting the country of origin “Clean Green” image and by being **specialists in New Zealand that offer customised services that show respect to the religious and cultural needs of UAE tourists.**

Be a market leader (first to this market). In NZ, there are not many travel agents targeting UAE as a niche within niche market for inbound tourism. This provides a good opportunity to gain a good reputation as long as we act with integrity and respect and keep to our objectives.

Use part of our marketing budget to visit UAE and establish relationships. This should be followed up by inviting UAE agents to NZ who will inspect and experience the services we offer. Any problems can be sorted out with this ‘famil’ visit. (Famil is where the agents become familiar with the products and services that we provide).

## 4 Analysis of Possible Market Entry Strategies

The two most relevant market entry strategies are setting up a sales office in Dubai or Strategic Alliances.

**Setting up a Sales Office in Dubai.** This option allows greater control over what happens to our product/service in the market. We could also have more control over the marketing program allowing us to set up and control our own distribution channels. Having a bilingual person would be ideal. However, expatriating an employee is by definition “expensive” if not “very expensive”. It is also about the “employee” and the “family that joins the experience”. Therefore, and even if it is difficult to be certain of having made the right choice, you must have tried to diminish risks to the maximum. Errors can have expensive consequences in international mobility. (RH Expat, 2010). Some figures quoted are over \$1m per year for an expat to live in Dubai (Bhat 2011).

While this option is ideal, as it would allow us to have a person on the ground establishing and maintaining relationships and increasing our distribution networks, the cost is prohibitive at this stage. It is well outside our total budget of \$100,000.

**Strategic Alliances.** We need to consider common objectives, cultures and the trust required to implement and maintain successful alliance strategies (Fletcher, 2008). If we wish to achieve leadership rapidly within UAE, we need a network of alliances that can deliver innovative service with appropriate support. As the market evolves and competition responds to us entering the market, we need to focus on mainstream markets, resource leverage for rapid penetration, position ourselves to take the high and middle end of the market and integrate our alliance partners into a seamless organisation to deliver our offer. (Fletcher, 2008)

This option will allow us to access the UAE market and face fewer difficulties because our partners will have insider status. We should be able to gain competitive advantage because of the resulting synergies. As we are in Tourism and it is very much about building relationships this offers the best alternatives for entering the UAE market. We have a better chance of keeping within our budget with this choice.



## Recommendations for Market Entry Strategies

**Strategic Alliances.** Proceed with the strategy of Alliances and look into setting up a sales office at a later date if necessary. .

## 5 Pricing Strategy in the Targeted Market

There are pricing options of skimming, market pricing, penetration pricing or premium pricing). We need to select the best to fit our firms' strategy, objectives and market conditions. In setting our prices there is a choice of cost plus or market based pricing. Premium pricing appears to fit our niche within niche market using market based pricing.

There are 52,600 HNWI in UAE. 75% of Ultra High Net Worth Individuals take 1-2 long haul trips per annum. Their average spend is USD\$30,000 for a 10 day holiday. This number gives us a market potential of USD15,780,000m. The market potential is worth pursuing

A comparison of Ultra Luxury tours comparable to what we intend to offer are selling for approx. USD 27K – 55K for a 12 day tour of NZ. Basic tours start around USD10k. We can position our pricing above USD55K for a 12 day trip.

Terms of Sale are important with each supplier/agent to reduce our risk. We can position our pricing above USD55K for a 12 day trip. We need security with payments.

### Recommendations for Pricing Strategy

For our niche within niche market, we recommend we work with a premium market based pricing. Proceed with this target market. The financial rewards are worthwhile. Start pricing tours around USD 77K plus to position ourselves. Arrange banking to credit payments with guarantees from banks in NZ and UAE

## 6 Promotional Strategy in the Targeted Market

Essentially we have a choice of push or pull strategies. With our budget of \$100,000 we are best suited to push strategies.

Personal Selling will play a large part and the message needs to appeal to our target market. We need to conform to religious mores and the Muslim standards of behaviour. We also need to be aware of language differences and any government controls which regulate promotional activities. Amongst all this we also need to be careful of translations – it is not about translating literally but more about translating the meaning of our message.

Any marketing and communication material needs to be run by a native speaker of the language to ensure we are not crossing religious and ethical boundaries.

#### Recommendations for Promotional Strategy

We recommend working with a push marketing strategy which includes Trade Shows, Individual trips to establish and connect with preferred suppliers, website and other marketing collateral.

Refer Appendice H for a breakdown of our Marketing Budget.

## Appendices

### A Logo

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### B Research

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#### **Table 1a**

Lists the population of each country, GDP per capita, and where each country ranks in the world. It also give the country GDP and world rank.

#### **Table 1b**

Lists Millionaires per country where they rank in the world, and percentage of HNWI per household.

#### **Table 1c**

Is an over-view of communication within the select countries, including landline, mobile, and the internet.

#### **Table 1d**

Lists percentage of Muslim per country, working age per country and urbanisation

Table 1a shows Qatar, Kuwait, and UAE ranking highly above all of the other candidates in both GDP per person and also over-all country wealth. Table 1b pin points the amount of HNWI each country has. Saudi and Israel have the highest number of HNWI but in terms of world ranking Kuwait, Qatar and UAE are again the top three. At this stage Oman and Yemen have been disregarded as they do not fit into the criteria of high density HNWI. Saudi and Israel have also been disregarded due to political, social and geographical reasons.

Table 1c The remaining 3 candidate countries communication usage is analysed, including landline, mobile and internet. The UAE has the most advanced system, with almost three times the usage than the other candidates.

Table 1d Looks at the percentage of Muslims, the language spoken, the age of working aged consumer and urbanisation. The UAE has the highest density of Muslims and all other categories are evenly spread.

Country	Population	GDP per capita	World Ranking	Country GDP/PPP	World ranking
Saudi Arabia	28.7	24200	55	622B	23
Yemen	24.1	2700	172	63.4B	85
Oman	3.0	25600	54	75.84B	81
Kuwait	2.8	48900	10	136.5	60
UAE	5.1	49600	9	246.8B	51
Qatar	841,000	179000	1	150.6B	59
Israel	7.4	29800	46	219.4	52

<https://www.cia.gov/library/publications/the-world-factbook/geos/qa.html>

These are the seven countries chosen for initial analysis. All have a high percentage of HNWI as the United Emirates boast the highest density of millionaires in the world. The Islamic faith is also the main religion for the region.

The first element relating to overseas market choice involves aspects such as customer sensitivity, extent of customer concentration and availability of close substitutes Toyne & Walter (P 278)

The two stage filtering approach Hollensen (2004, pp225-7) has been used for initial screen

The selection process considers the markets in relation to a succession of criteria. Preliminary screening for the purpose of venture involves population, density, wealth, faith and culture. It also looks at communication habits.

**Table 1a** Population list, country GDP per capital and where each country ranks in the world, it also give the country GDP and world rank. Qatar, Kuwait, and UAE are all stand out in this table. However 77% of the wealth in Saudi, is held by the 116 thousand HNWI. This is approximately half a trillion which averages out to 25 million per HNWI of this region (Table 1b)

Country	Millionaires	World Ranked Density	Millionaire households	% Country Wealth
Saudi Arabia	116,861	17th	8%	77%
Yemen	NDA	NDA	NDA	
Oman	9000	16th	NDA	
Kuwait	40000	5th	8.2%	
UAE	50000	6th	6.2%	
Qatar	30000	2nd	7.4%	
Israel	80000	10th	3.3%	

<http://images.businessweek.com/slideshows/20110602/twenty-countries-with-the-highest-proportion-of-millionaires/slides/5>

**Table 1b** Lists Millionaires per country where they rank in the world, and percentage of HNWI per household. Evaluating this table has led to the exclusion of Oman and Yemen. <http://www.immigration.govt.nz/migrant/stream/visit/>

Note all countries except Yemen can travel into NZ for up to three months without a visa.

Although Saudi and Israel have high amounts of HNWI they have also been disregarded as the density of Millionaires are more favourable with in the select group of Qatar, UAE and Kuwait.

Country	Landline	Mobile	Internet
Qatar	285,300	2.47M	563,800
UAE	1.56M	10.67M	3.44M
Kuwait	553,500	3.87M	1.1M

**Table 1c** This is an over-view of communication within the select countries, the UAE is the most advanced with more than triple of all 3 selections. This would suggest a wider audience when marketing our company.

Country	Muslim	Language	Aged 15-64	Urbanized
Qatar	77%	Arab/English	76%	96%
UAE	96%	Arab/English	74%	84%
Kuwait	85%	Arab/English	72%	98%

<https://www.cia.gov/library/publications/the-world-factbook/geos/qa.html>

**Table 1d** Again UAE has the highest density of Muslim's. All selections have a high average working populace. Urbanization has been included as a guide for ease of access to utilize company service.

#### UAE population breakdown by nationality (07 October 2009 Gulf News report)

India - 1.75 million residents

Pakistan - 1.25 million

Bangladesh - 500,000

Other Asian countries, including Afghanistan, China, Iran, Korea, Philippines, Thailand - 1 million

Western expatriates, including Australia, Europe, Africa, Latin America - 500,000

## C NUAEZ Company Information

### Vision

To be the market leader in offering the ultimate tourism experience for our clients from UAE

### Values

- ✚ Respect of others religious beliefs
- ✚ The need to provide high quality service and experiences for our clients
- ✚ Understanding and empathy
- ✚ Respect for cultural differences

### Mission

To provide the ultimate safe, secure, discrete and private experience for our clients from UAE, in travelling to and experiencing NZ as a tourism destination.

### Analysis of the Product

We are providing a very high end tourism service. 5 star plus luxury lodges or hotels only. All transfers are via helicopter or luxury vehicles. Bespoke travel arrangements (tailored to suit individual requirements).

Personal guide/concierge who is bilingual and travels with guests is responsible for co-ordinating activities, arranging special requirements and ensuring things run smoothly. All accommodation caters for Halal food and space available for Salat (mandatory prayer times). Staff will be trained and aware of religious requirements (eg modest dress) and cultural awareness.



Figure 1 Middle East



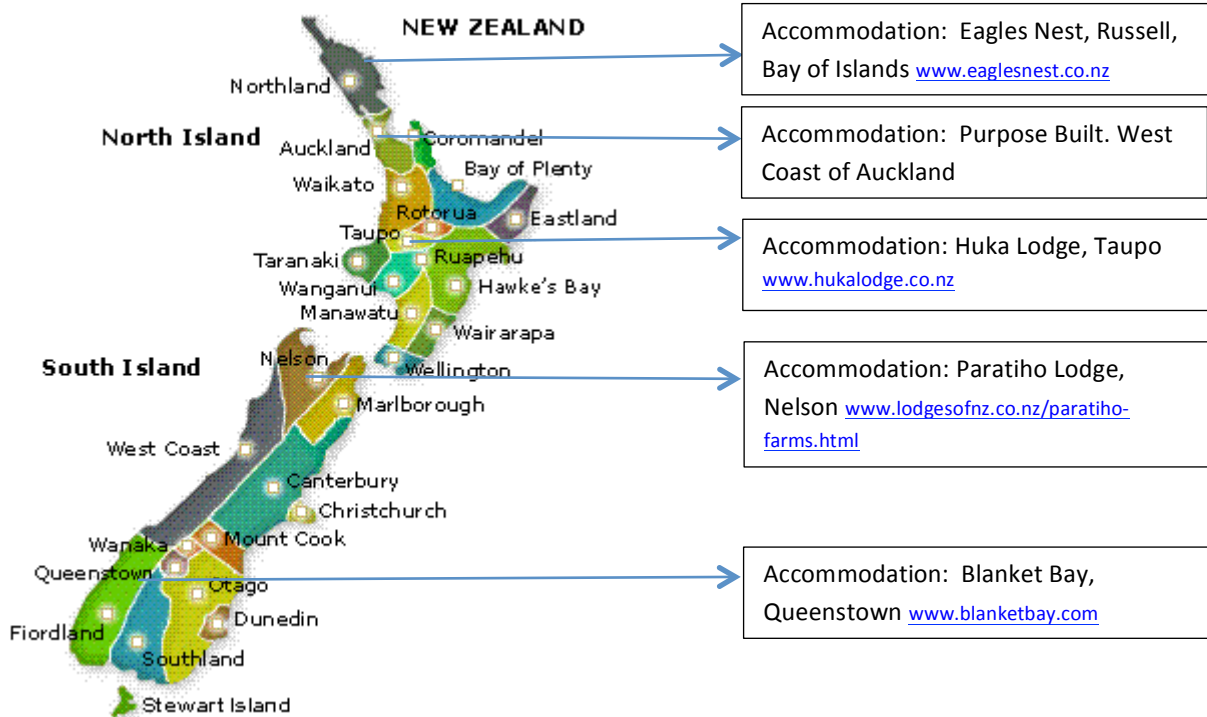
Figure 2 UAE

## D Sample Itinerary – 12 - 16 Nights Tour of NZ

Stats show Luxury Tours usually average 10 days. 75% of Luxury travellers take 1-2 trips per year.

We have used a 12-16 day tour as an example to allow for jetlag recovery.

6 - 8 nights in North Island Accommodation, 6 – 8 nights in South Island Accommodation



Sample of Activities include **exclusive:**

- Charter Fishing
- Heli-Hunting, Heli-fishing
- Nightlife
- Spa-Relaxation Treatments
- Vineyard Tours
- Cultural Experiences
- Rotorua Geothermal Activities
- Skiing in Season
- South Island High Country Farm Experiences – Horse Riding
- Flights over Southern Alps

## E SWOT Analysis

Strengths	Weaknesses	Opportunities	Threats
<ul style="list-style-type: none"> <li>•NZ Clean, Green Image</li> <li>•Safe and secure nation</li> <li>•Unique</li> <li>•Favourable exchange rate</li> <li>•Existing infrastructure in highend tourism</li> <li>•Ample activities especially in adventure tourism</li> <li>•Diverse cultures</li> <li>•Personal bilingual Guide/concierge</li> </ul>	<ul style="list-style-type: none"> <li>•Entertainment</li> <li>•Distance</li> <li>•Lack of extremely high end tourism accommodation e.g. 6 or 7 star to UAE standards</li> <li>•Their perceptions of NZ</li> <li>•Cultural differences</li> <li>•UAE may not be a big enough market</li> <li>•Lack of B2B relationships</li> </ul>	<ul style="list-style-type: none"> <li>•Niche on Niche</li> <li>•Untapped market</li> <li>•Potential to expand to other Arab nations</li> <li>•Word of Mouth advertising</li> <li>•First to Market being a competitive advantage</li> </ul>	<ul style="list-style-type: none"> <li>•Security issues</li> <li>•Unable to meet their expectations</li> <li>•Economic crisis</li> <li>•Competition could clean up</li> <li>•Weather patterns disrupting plans</li> <li>•Airline issues</li> </ul>

## F Market Profile of UAE

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High Net Worth Individuals - A term used to define people with more than USD1m in assets

Category	\$m
Ultra HNWI	USD 50 + in assets
Very HNWI	USD 5 – 49m in assets
HNWI	USD 1-5m in assets

## G Competitors

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Competition in New Zealand would likely to come from the following companies:

Ahipara Luxury Travel <http://www.ahipara.com/about/>

Luxury Adventures <http://www.luxuryadventures.co.nz/>

Abercrombie & Kent <http://www.abercrombiekent.com/>

## H Channel Partners

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Traditional Tourism Channel Partners





NB. Although often, website bookings are seen as more attractive due to the fact you are not paying commission, with our target market, these agents within the distribution channel add value. They add a feeling of trust and confidence for our clients and also take a lot of the leg work out.

Channel partners could also include Ab Dabai Tourism Authority and the Department of Tourism & Commerce marketing, Dubai. They would not send clients to us, but would be useful with information and networking.

We should select preferred partners – ie UAE Travel Agencies – retailers and wholesalers with access to our target audience, who are prepared to work with us as niche within niche operators.

## I Marketing Strategy Budget

Strategy	Budget	Details
<b>Trade Shows</b>	\$40,000	Arabian Travel Market  30 April – 3 May 14,860 visitors from Tourism Industry 4 days
<b>Individual Trips to UAE and bringing sales people to NZ</b>	\$10,000	Flights & Accommodation in UAE to establish and build on preferred suppliers. Stay in contact with networks.
<b>Website</b>	\$10,000	Website We do not require booking capability as itineraries are tailored individually.
<b>Photography</b>	\$4,000	Required for website and promotional material
<b>High End Magazines</b>	\$4,000	Full page advertising in selected high end magazines. Suggested we use this as they are distributed around major hotels and have shelf life value
<b>Point of Sale Material</b>	\$2,000	DVD's – top quality to distribute to agents and clients

## J Time Log; Group Meetings and attendances

Date	Attendance	Discussion
15 September	Cy, Wendy, Jason, Beth	Set up of Facebook page for interaction. Suggestions/ideas
22 September	All 4	Define customer profile. Wendy starting on secondary research, defining geographical area, demographics, religious and cultural aspects, social media systems within target market
29 September	All 4	Gathering more info. Focusing on test study this week. Will continue in mid-semester break
6 October	All 4	Planning for mid semester break
10 October	All 4	Library meeting. Delegated tasks. Sy = 1, Wendy = 2, Jason = 3a, Beth = 3b 4. 5 & 6 Group effort. Discussed and defined company, product & service.
27 October	Jason, Cy, Beth Wendy unable to attend but communicated this well to group	Reviewed where we are at. Discussed way forward. Agreed we need to have a draft copy ready for Ravi Bhat by Thursday Nov 3.
30 October	Jason, Beth	Worked on Market Profile & evaluation of SME competitors
1 November	Cy, Jason, Beth	Pricing Strategy, Promotional Strategy
3 November		Discussion on Draft copy.. filling in the gaps
8 November	Cy, Jason, Wendy, Beth	Practice Presentation and finalise tidying up of Assignment
10 November	Cy, Jason, Wendy, Beth	Delivery of Presentation and Assignment



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