ISCTE ◉ Business School
Instituto Universitário de Lisboa

BUSINESS PLAN FOR FC MEDIA EXPERIENCE

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2. Summary

Social media marketing has grown in importance year upon year due to the growth of platforms such as Facebook, Instagram, Twitter and Snapchat.As such there's been a massive increase with regards to the number of social media agencies that are opening its doors to service clients. Teenagers are practically equipped with all the resources they need to approach businesses that lack a social media presence and offer them their social media services. However although there may be an influx of social media agencies in the current age, most of them don't know what they're really doing. In order to stand out from these agencies it is of outmost importance that I approach this industry with an appropriate strategy.

The purpose of this business plan is to create a social media agency named FC Media Experience targeting tourist agencies in Namibia wishing to create a profound brand experience through innovative content creation for their audiences by over providing on value and thus building themselves for long term sustainability in the market place they are operating within.

This business plan starts by presenting the literature on specific issues leading to organisations underperforming. It then presents an environmental and internal analysis with subsequent strategies my organisation intends to implement in order to achieve a differentiation strategy within the industry.

Key-words: Social media, Facebook, Branding, Tourism

JEL Classification System:

• M10 – General Business Administration

Resumo

O marketing nas redes sociais tem crescido em importância ano após ano devido ao crescimento de plataformas como Facebook, Instagram, Twitter e Snapchat. Como tal houve um grande aumento em relação ao número de agências pra redes sociais que estão abrindo suas portas para oferecer os seu serviços a clientes. . Os adolescentes estão praticamente equipados com todos os recursos de que precisam para abordar empresas que não tênhem presenças online e oferecer a eles seus serviços nas redes sociais. No entanto, embora possa haver um influxo de agências de redes sociais na atualidade, a maioria delas não sabem o que estao realmente fazendo. Para nos destacarmos dessas agências, é de grande importância que abordarmos essa indústria com uma estratégia apropriada.

O objetivo deste plano de negócios é criar uma agência de marketing nas redes sociais chamada FC Media Experience para agências de turismo na Namibia que desejam criar uma profunda experiência de marca através da criação de conteúdo inovador para seus públicos, fornecendo valor e construindo a sustentabilidade a longo prazo no mercado em que estão operando.

Este plano de negócios começa apresentando a literatura sobre questões específicas que levam a organizações com um desempenho insatisfatório. Em seguida, apresenta uma análise ambiental e interna com estratégias subsequentes que a minha organização pretende implementar para alcançar uma estratégia de diferenciação dentro do setor.

Palavras-chave: Redes sociais, Facebook, Branding, Turismo

Sistema de classificação JEL:

• M10 – General Business Administration

3. Executive summary

Let's use this incredible media opportunity of social networking sites to show off to everybody our favourite memes that have no relevance to our business at all. Better yet let's just promote our products tirelessly till our prospects get tired of seeing our campaigns and just opt to buy something from us for the heck of it. Let's not is the response my organisation will have to these superficial tactics that believe it or not have become common practice in social media marketing. We believe that just because you make publications of what you offer on social media does not mean you are marketing, you are selling. People do not for the most part go on social media platforms with the expectation of buying something, they go there for entertainment. As the expression goes "people love to buy but hate being sold to", this means that people love spending money however they do not appreciate you cornering them with your offers just so you can make a quick buck.

Our organisation will operate on the social media landscape with an extreme focus on the macro picture of what we are hoping to achieve. As such our intention is to focus on branding rather than selling thus challenging the norm. With the application of our content, our intent is to put the consumers first and our short term financial ambitions second. This means that we will not operate any social media campaign with the expectation of a transaction to derive from it. This way we will set the tone for our organisational culture to not focus on vanity metrics such as likes and followers but rather engagement.

Our organisation puts content on a pedestal and so having the consistency of pushing it out frequently is key to what our organisation stands for. With this in consideration FC Media decided to target tourist agencies with our services as we believe the outdoor nature of their operations provides us with a lot of content which we can tailor to their audiences using our social media strategies. Based on my origin as well as an industry analysis it was decided that Namibia would be the country of choice for signing on clients

The internet is here to stay just like its major beneficiaries known as social media. No longer are we fooled by the perception that these social networking platforms are but a fad. Instead my organisation is fully aware that the opportunity to reach practically anybody it wants to reach is infinite at extremely under-priced costs. When big brands with large marketing budgets such as Coca Cola, Nike, Mercedes, etc. throw all their money on these social networking platforms and stop splurging it out on traditional mediums such as television and print then the opportunity for start-up organisations will be gone, at least on the basis of the

costs at which they are currently available. The bidding prices of ads on these platforms will rise steeply as more big brands start adopting it fully, since they will have larger marketing budgets and be able to outbid you.

Sumário Executivo

Vamos usar esta oportunidade incrível de redes sociais para mostrar a todos os nossos memes favoritos que não têm relevância alguma para os nossos negócios. Melhor ainda, vamos apenas promover nossos produtos incansavelmente até que os nossos clientes se cansem de ver as nossas campanhas e apenas comprem algo de nós. Não é a resposta que a minha organização terá a essas táticas superficiais que acreditam ou não se tornaram prática comum no marketing de mídia social. Acreditamos que só porque você faz publicações do que você oferece nas redes sociais não significa que você está fazendo marketing, você está vendendo. As pessoas não costumam ir em plataformas de mídia social com a expectativa de comprar algo, eles vão lá para entretenimento. Como a expressão diz "as pessoas adoram comprar, mas odeiam ser vendidas", isso significa que as pessoas adoram gastar dinheiro, no entanto, elas não gostam de você encurralá-las com suas ofertas apenas para que você possa fazer dinheirinho rápido.

Nossa organização operará no cenário das redes sociais com um foco extremo no quadro macro do que esperamos alcançar. Como tal, a nossa intenção é focar na marca em vez de vender, desafiando assim a norma. Com a aplicação do nosso conteúdo, nossa intenção é colocar os consumidores em primeiro lugar e as nossas ambições financeiras de curto prazo em segundo lugar. Isso significa que não iremos operar nenhuma campanha nas redes sociais com a expectativa de uma transação derivar dela. Dessa forma, definiremos o tom para que a nossa cultura organizacional não se concentre em métricas de vaidade, como curtidas e seguidores, mas sim engajamento.

A nossa organização coloca o conteúdo em um pedestal e, portanto, ter a consistência de empurrá-lo para fora com frequência é fundamental para o que nossa organização representa. Com isso em consideração, a FC Media decidiu perseguir agências de turismo com nossos serviços, pois acreditamos que a natureza externa de as suas operações nos fornece um monte de conteúdo que podemos personalizar para seus públicos usando nossas estratégias nas redes sociais. Com base da minha origem, e com um análise do setor, foi decidido que a Namíbia seria o país escolhido para contratar clientes

A internet está aqui para ficar como os seus principais beneficiários, conhecidos como as redes sociais. Não estamos mais enganados pela percepção de que essas plataformas de redes sociais são apenas uma moda passageira. Em vez disso, a minha organização está plenamente ciente de que a oportunidade de alcançar praticamente qualquer pessoa que queira alcançar é

infinita a custos extremamente baixos. Quando grandes marcas com grandes orçamentos de marketing, como Coca Cola, Nike, Mercedes, etc. jogam todo o seu dinheiro nessas plataformas de redes sociais e param de distribuí-las em mídias tradicionais como televisão e impressa, a oportunidade para organizações iniciantes será foram, pelo menos, com base nos custos a que estão actualmente disponíveis. Os preços de lances dos anúncios nessas plataformas aumentarão acentuadamente à medida que mais grandes marcas começarem a adotá-las totalmente, já que terão orçamentos de marketing maiores e poderão superá-lo.

4. Description of the promoting entity

When it comes to digital promotions, the traditional status quo of marketing agencies currently is to sign clients on and deliver the services promised directly from the agency which acquired that piece of business. These agencies perform the tasks of lead generation, Facebook ads, online funnel building etc. to deliver the desired benefits promised to their clients.

However with the innovative business model I'm pursuing, I would be brokering the lead generation work off to experienced managers with industry specific online marketing capabilities related to the needs of my clients. The operational side of generating highly qualified leads will be delegated to these managers and I would earn a client fee off the work they deliver in exchange for acquiring clients for our debtors.

Most lead generation experts, go out sign clients and do the work, I will be focusing on brokering this out so as to ensure my business model is scalable as I'm able to focus on the branding aspect for my clients.

The industry I'm going to be trying to capture will be African tourism companies in need of social media marketing practitioners and more specifically I will focus on starting with one country to gain credibility in others. The country of choice will be Namibia as through market research it's been identified that there's a lot of potential in the tourism industry within the country as well as there being a gap of companies there lacking sufficient online presences within the industry.

Cons:

1. I rely on someone else's deliverability.

   ✓ If lead generation managers mess up, I will be accountable to fix the operational issues or possibly refund the clients and hence damage my reputation.
   ✓ As a result I have to find high quality people (managers) to do the work I'm brokering out to.

2. I'm paying out money that I could be keeping to ensure profit maximisation.

Pros:

1. Due to the fact that I act as a connector between the managers and our clients, once the work of signing clients is done I will essentially be getting paid consistently (provided clients' expectations are met) over months and will be focusing on creating branding campaigns for our clients while keeping my managers accountable with deadlines needed to be met by them.

2. Since my time will be freed up once I sign a client on, this will allow me to go and focus on the branding of the organisations rather than the selling which in turn will give me time to focus on other revenue creating operations such as finding more clients to scale my marketing agency.

5. Literature Review

Social media marketing in business: Overcoming shortcomings of communication

Whether it is in developed countries or developing countries, the consensus is that social media platforms are being underutilized and misused in the exposure of brands globally. There is an increased consumer reliance on digital technology specifically social networking platforms yet companies are not allocating the genuine respect that's needed towards these platforms to come out victorious in achieving their business goals. The following review of literature confirms that the opportunity of social networking is huge in positioning companies favourably to their consumers at lower marketing costs. It also iterates problems of how brands focus more on their self-serving needs rather than that of their consumers and focus too much on the analytics and direct returns of their publishing while the research also provides general solutions which conclude that a need for genuine dialogue and consistency among your audience is the key for successfully standing out from your competitors.

Defining the opportunity

Since the inception of platforms such as Twitter and Facebook, social media has long been recognized as a system here to stay with the usage only expected to grow. As such brands need to give serious attention towards their exposure in social media networks if they are to maintain or build up any form of relevancy regardless of what industry they are in. Already back in 2012 Saravanakumar and SuganthaLakshmi recognised that the exponential growth of community networks such as Facebook, Twitter and Linkedin have brought us into a new era of social media. They acknowledge that the reach at organisations disposal to get their branding across is extraordinary. To put it in perspective they compared the total amount of users on Facebook's platform to that of a country, with the equivalence of being the third largest country in the world right next to China and India, calling it the most significant shift since the industrial revolution. The authors iterate how social media has brought about a creative shift in the promotion mix whereby companies get to communicate to their consumers while at the same time these consumers get to communicate with one another too. They warn though that as a result, unsatisfied customers can voice their dissatisfaction openly

and if not managed properly can lead to the deterioration of the brands image. Saravanakumar and SuganthaLakshmi indicate that although social media is internet based it has a lot of similarities with non-internet based promotional methods such as word of mouth marketing. They go on to list Twitter, Facebook and Youtube as the platforms on social media that are most popularly and vastly used by organisations as well as celebrities in promoting themselves as well as their brands.

The reach of a juggernaut like Facebook and its targeting system is extremely significant, it's important to understand just how beneficial it is to organisations so that they treat their actions on it very seriously. Katherine Roberts (2010) conducted a study on the users of Facebook and their perceptions on its platform of advertising. Their responses were influenced by factors such as privacy, micro targeting and awareness. The researcher analysed how students from four different universities viewed Facebook and its advertisers. It was pointed out how Facebook has made social communication evolve by reaching billions of people across the world. Once thought of as a platform merely for younger generations, it has now become commonplace among households of all ages. Social networking sites create insurmountable opportunities that in previous years simply were not possible. The benefits pointed out by Roberts include a more targeted means of reaching your end consumer, an increased interaction between the organisation and its customer as well as a direct way whereby consumers can engage with each other. However upon concluding the research the author recognised there isn't concrete evidence to determine the users global perception of advertising on Facebook and partly due to the limitation of only contacting students of the universities.

To further illustrate the lowered costs of modern day digital media and its impacts, Ramsaran-Fowdar & Fowdar (2013) conducted research on Facebook marketing and its implications for businesses in an effort to analyse the practices , tools, benefits as well as concerns surrounding this social media phenomenon. The authors identify the following tools among many at an organisations disposal. Your Facebook profile whereby an organisation can insert its vision and mission to the public. A fan page whereby the organisations fans can post content regularly about their videos, links, blogs as well as upcoming events. A Facebook group whereby a community of your customers as well as potential customers can

interact with one another as well as the organisation. The benefits identified by the researchers of this social networking site include the lower marketing costs in terms of reach and personnel. It's especially convenient given the economic downturns that tend to happen as these networking sites provide the opportunity to firms to market themselves at reduced costs relative to traditional media. It creates opportunities for firms to communicate instantly with millions of consumers around the world. The ability to target ads based on user demographics such as age, sex etc. makes advertising quality great and a viable opportunity to businesses whether large or small. The takeaways drawn from the authors are that businesses have access to lowering their communication costs, customized and direct advertising, able to receive instant feedback from consumers and generate word of mouth referrals to the organisation. However they also point out that users may simply chose to ignore the marketing on this social networking platform due to the increased level of competition to compete for user attention on these users' walls. Then of course the issue of privacy violations occurring through the abuse of users information. (END)

Defining the problem

There is a misconception among brands that the success they are having on social networking platforms is based on quantity rather than quality. Organisations are more focused on obtaining thousands of views on their publishing's and attribute no relevance to for instance comments when it should be the other way around. A few years ago back in 2015 Syrdal & Briggs conducted qualitative research with marketing managers as well as consumers to give clarity on what constitutes engagement in the context of social media. The authors deduced through their research that the metrics utilized to analyse a firms social media efforts such as the response in likes, and shares are not sufficient to determine the level of engagement from consumers when consuming the brands content. Syrdal & Briggs further restate based on past research that growing a large following online does not directly translate to positive outcomes towards your brand. These consumer interactions (likes and shares, etc.) are not undermined as they do allow for increased distribution of the content being produced to more digital feeds however there's more of an emphasis placed on the engagement of consumers with the actual content being put out. The authors recommend brands to not depend on viral tactics to spread across their communication but rather to focus on the consistent creation and distribution of quality, relevant content that creates two way dialogues. Above all Syrdal and Briggs

emphasise that firms' social media content meet the needs and expectations of their target audiences.

Creating content and distributing it within so many platforms can be overwhelming and so it can lead to publishers of an organisation to act very one dimensional and simply post for the sake of posting without considering consumer feedback since they are not fully knowledgeable on the macro picture of branding themselves on social media. In 2012 Jarvinen, Tollinen, Karjaluoto & Jayawardhena investigated the usage of social and digital media from 145 B2B firms of various industries. The authors underscored that the issue with companies are that they still continue to focus on one directional dialogue with established digital tools at their disposal. They further make note that advancements of digital tools continue to in large part still be undermined and unused. The authors mention that employees lack the digital media expertise to take full advantage of the ever growing digital media landscape. It's made apparent that we're living through a new era in terms of the communication ecosystem available nowadays to reach out to your prospects. As such the emphasis of marketing communications is being geared towards customer engagement and content relevant to their consumers on these digital media platforms. The authors acknowledge that firms are challenged by the emergence of a wide variety of tools at their disposal and knowing which to use to get the best out of their marketing campaigns.

Dialogue is a key component of this research and the more focused brands campaigns are in achieving interactions among their audiences the more likely they will achieve success. Buchanan-Oliver & Fitzgerald (2016) conducted research which discovered that organisations whom are delving into social media exploration are having extreme difficulties in implementing dialogue communication as part of their stakeholder approach to social media. The authors argue that to help facilitate this issue, organisations must transition the focus of their managerial operations towards integrated communications so as to have a unified message that does not get misinterpreted when engaging with stakeholders successfully. Oliver and Fitzgerald go on to suggest that frequency in the communication will determine whether there is a climate of genuine dialogue amongst the organisation. The authors state that a constitution of a brand is one in which its values and experiences are exchanged openly between a firm and its stakeholders. The contrary happens when organisation representatives assume the role of having exclusivity towards their brand in order to protect them and maintain their values, meanwhile this causes more harm than good.

Searching for solutions

A variety of implementations have been suggested to resolve the shortcomings of social media marketing communications by brands. For example Hoffman & Fodor (2010) emphasise that marketers commonly go about calculating their social media effectiveness (ROI) by measuring their costs of implementing their online media initiatives such as a blog and then measure that up against the sales they make directly of that implementation. However the authors also suggest that in a less orthodox strategy marketers should rather think about calculating their returns based on their marketing objectives set out for who they are representing. These objectives can come in the form of brand engagement, brand awareness to make consumers aware of the products you are selling, as well as consumer feedback on their consumption experience that can in turn be used to improve future customer satisfaction.

Therefore the authors suggest that your returns from social media will not always be measured in monetary terms but rather customer behaviours towards your social media campaigns. The impact of having this shift in mentality of giving attention towards awareness and engagement, allows consumers that are reached to be put in a circumstance whereby they can voice their opinions of your brand to other consumers (word of mouth). The authors acknowledge that the better the perceptions of your brand the more satisfied and loyal customers will be, leading them to be more than willing to communicate their positive attitudes to others online and offline.

Achieving brand loyalty is crucial as we already know how the saying goes that it is cheaper to retain customers rather than acquire new ones. A few years back in 2012 Cicek & Erdogmus examined the impact of social media marketing on brand loyalty. They deduced that the brand loyalty of your customers gets positively affected when your social media campaigns include: incentives for engagement, offers content that's relevant and popular as well as having a consistency of posting across various platforms so as to attract more attention to your campaigns and therefore being more likely to be engaged by your target market. The more likely your audience is to be engaged with your content the more dialogue will exist between a company and its consumers.

It's been established that consistency and relevancy of content distribution is a big component of achieving brand loyalty which in turn will result in more attention to your

campaigns and thus create more dialogue. Ashley & Tuten (2015) conducted a content analysis of innovative strategies implemented by a portion of top brands. Their research approved the consensus that companies need to be branded across various social media platforms and include incentives for consumers viewing the content to be willing to participate and interact with the content produced. The authors noted that the different levels of consumer engagement on these online social platforms depend on the needs of the consumers, goals and their personal relationships with the brand. The limitation of this study being that there are tons of brands using social media to communicate their brand messages however this particular research does not include most of these active brands or a significant representation of them as a whole.

It's become apparent that brands have a big opportunity to brand themselves which previously in the past wasn't available at the costs of entry it is today. Facebook is one of those under priced platforms where companies can enter and significantly make a dent towards their business aspirations. Dehghani and Tumer (2015) examined the effectiveness of Facebook advertising in enhancing the consumers buying intention. They used a questionnaire to analyse advertisements effectiveness. Their results identified that it affected a brands image and equity of which these factors contributed to a notable change in purchasing intention. It was made known those businesses even operating at a lower scale, promoting themselves on Facebook offers a less expensive solution as opposed to advertising on non-digital platforms. The researchers pointed out that the ads on Facebook allow consumers the ability to engage actively with the adverts through liking and sharing. In closing they mentioned how with social media advertising promoters are given a new angle whereby users are given interactivity. It's critical that organisations use engagement advertising throughout consumers purchasing cycle.

Preparing for tomorrow, today

Social media platforms and brands respective marketing on these networking sites should only continue to grow. With that growth some brands will foolishly continue to underestimate its long term potential and as a result not focus on consumer engagement to stimulate dialogue as well as not spending enough on these platforms while they're under-priced to obtain this engagement. It's important that brands start giving less focus on quantitative metrics and start focusing on qualitative signals such as engagement and interactivity among

the organisation and its audience. Once this shift in mind-set happens and organisations focus on branding rather than selling then will they reap the fruits that these digital social platforms have to offer.

6. Reference Table

Figure 1- Schematized literature review issues
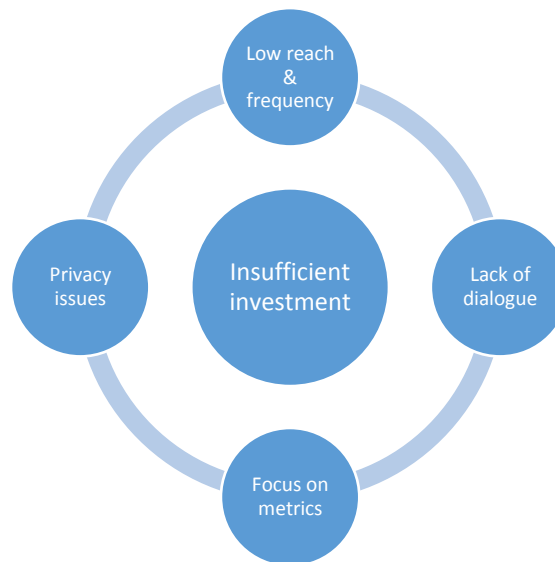
Low reach & frequency

A big problem organisations encounter regarding their marketing campaigns within the social media space is that they create friction for their audiences by only using social networks that they're accustomed to and pay little attention to the overall attention of consumers across various platforms and thus their reach to get their message across is limited. Organisations are also not putting out enough content frequently in order to maintain relevance with the amount of noise their audiences are cluttering through. When they do put out sufficient content it tends to be published posts for the sake of posting or forced posts in an attempt to go viral. The frequency of communication in the long run will determine how genuine an organisation is to its audiences.

Lack of dialogue

Organisations are not focusing on being listeners of their audiences needs and as a result publish content that's not relevant to their consumers which in turn does not stimulate customer engagement. Brands that assume exclusivity towards their brand make it harder for themselves to obtain engagement from their audiences.

Focus on metrics

Instead of going deeper firms go wider, meaning they attribute more relevance in vanity metrics such number of views, likes and followers instead of for instance replying to the comments of their audiences.

Privacy issues

With the level of targeting accuracy of these platforms, firms sometimes abuse these privileges and prey on vulnerable consumers with their offerings based on certain consumer characteristics.

Insufficient investment

Organisations are not equipping their staff with the needed training to take control of the digital tools at their disposal and so they get overwhelmed with all the possibilities in the digital space. Organisations are also not spending enough money on the ad platforms while they're still under-priced for the level attention achievable.

7. Methodology

The research problem according to the literature is that companies are under delivering on social media marketing by lacking authenticity and consistency in creating dialogue to their audiences through their social media marketing campaigns.

The main objectives of this business plan is for my tourism social media agency to differentiate itself by voicing that we believe desired audiences of brands deserve to have their needs and expectations put at the forefront of social media. This will be done through having our company and that of our clients branded across all the relevant social media platforms with content that provides the most value to our audiences. In turn this will provide us and our clients with significant brand awareness and engagement within social media platforms.

To accomplish the main goals of this research, the business plan is structured using the following guidelines:

Evaluate market analysis

➢ It identifies the external factors within the environment that would affect the organisation namely pertaining to political, economic, social and technological factors.

Environmental analysis

➢ Porters 5 forces analysis is performed within the broad social media landscape since our competition is not only other direct competitors but anybody competing for the user attention on the feeds through the use of marketing.

Description of market observation

➢ The characteristics of the tourism economy within the target country of Namibia are broken down so as to better understand the level of demand in the industry.

Internal analysis

➢ Careful observation into why my organisation will perform its services so as to market through those principles rather than through the features of our services.

Competitive analysis

➢ A swot analysis is conducted within the social media landscape and not direct tourism competitors for reasoning mentioned before regarding the broader competition on social networks.

STP process

➢ Brief characterisation on the firmographics of our target markets operating within the tourism industry.

Operational necessities

➢ A breakdown of key elements needed through a development strategy of what will be required in order for our organisation to service our target market to the best of its capabilities.

Implementation

➢ Involves the execution requirements established by the organisation on what operations will be performed in order for the organisation to back up the ambitions we hope to achieve fulfilling this business plan.

Operational timeline

➢ Creation of a calendar system clearly defining in what timing all operations involving this business plan should be implemented so as to keep accountable for the organisations goals while also avoiding incurring too many clients as well as expenses before the business is in an optimal space.

Financial valuation

➢ The business plan and its viability is evaluated using financial forecasts of what expectations there will be in the growth phase of the organisation

Decision

➢ Based on all the moving pieces of the business plan, a strategic decision will be taken with regards to the attainability of the project.

8. Market Analysis

PEST Analysis

Political and legal factors:

Social media has been the subject of late to many controversies with regards to the privacy of its users and the abuse thereof on these social platforms. One needs not look further than Mark Zuckerbergs congressional appearance before the Senate in the United States of America. It's a case where we the users submit our private life information to the public on these social networking mediums in exchange for convenience and interactive stimulation. However there are issues that need to be addressed in order for the business to not harm its reputation.

The first from a legal point of view is producing and distributing misleading content. This kind of conduct by an organization is very harmful to its brand. Once consumers catch wind that the information you're putting out is false they will then start to doubt your credibility and once this happens you lose a lot of peoples trust. This trust is then very difficult to win back from your audience and so it's important to be authentic throughout the entire timeline of operating a business. Besides the negative opinions people start to form about your organisation as a result of the misleading conduct, there are obviously legal repercussions that come with it too. I need to ensure that the services I offer from my organisation and that of my clients are not deceiving and unsubstantiated. This includes but is not limited to not creating false marketing campaigns affiliating ourselves with brands that have no connection to us, asking consumers or people in general to make fake testimonials even though they might not have even consumed our services and making posts about offers that the organisations knows is time frame specific and with conditions but not communicating these claims to your audience.

The next issue is the infringement of copyright content. As we've come to know practically every type of content is available on the internet for consumption. However some content posted online like say an image may have licencing rights and be the property of the publisher. A lot of content may be available for personal use however as a business manager I need to be aware that the availability of this content for personal use does not apply to my organisation as it will fall under commercial use. This also extends to music or any third party materials, my organisation must ensure that it's obtained permission and reviewed

licencing terms for the usage of certain licenced content in my advertising campaigns or branding campaigns.

The next online publishing standards I need to abide by are not to cause defamation of character through my content. What this means is that I cannot publish my content with the intention of causing injury to any third party's reputation whether be it directly or indirectly. With social media marketing this scenario gets so delicate that it's important for organisations to be on highly alert with regards to their actions online. By simply liking, commenting or sharing a defamatory post made by someone else defamation occurs since you get associated to it and the broader audience viewing your actions see it. So it's important for my organization and that of my clients to be cautious with not just what we publish but also what others publish and our respective engagement with these publishers.

Privacy of user information is one other factor organisations need to abide by when leading with their audiences on social media. This mainly refers to personal information, which involves any details about a person that make them identifiable, for instance their family name, email and cellular number. There are regulations my organisation will need to abide by when collecting these details and disclosing them. It's important to make it clear what my organisations privacy laws state so that consumers are aware what's done with their personal information. Since I'm going to be operating in the B2B space it's important to take note of the prevalent non-disclosure clauses among the organisations. That way I can effectively communicate with my team whether for instance posting collaborations with certain companies is allowed or not. In general though I need to ensure that my organisation, especially the members dealing with consumer information receive the proper training when it comes to the privacy laws.

The final aspect of this legal and political analysis of my organisation is that of our advertising practices. Now advertising content is normally portrayed as sponsored advertisements that a business pays for in order to run, however general content and branding posts of the organisation on these social networks is also considered to form part of advertising material. The important factors here for my organisation to refrain from include explicit content containing nudity, sex, violence and strong language usage. There are also general regulations to which my business must abide to, such as not marketing alcohol to the public as well as not promoting offers to kids. So when producing and distributing content I must ensure that my organisation has reviewed whether the content is appropriate to certain

age groups. Another important issue that needs to be monitored is the engagements from our audiences with the content we produce. In other words any negative or inappropriate comments made on our posts needs to deleted so we don't get associated with the people making these derogatory remarks.

Economic factors:

According to the International Monetary Fund (IMF) the world has now been intertwined in more debt than ever before. As a result they recommend that nations take action and improve their economic stances before the next major economic crisis hits. They attribute this global debt to the fact that there has been a prolonged period of low interest rates on offer and so countries have accumulated a debt globally valued at 225% as of 2016. Although there's a prediction that the global economy is expected to have a growth of 3.9% in the years 2018 and 2019, they still warn that these indicators are not sustainable and countries should give high levels of attention and decisive action towards reducing their budget deficits. It was also noted that much of this debt increase as a result of low interest rate periods has come from none other than China. The Asian country accounted for up to 40% of the total increase of global debt since the year 2007. The record also states that 40% of low income countries are in positions of high vulnerability in terms of debt. Overall the offering of low to no interest rates on loans specifically to low income countries is causing a steep rise in their tendencies to borrow more money externally instead of coming up with solutions internally.

My organisation will need to realise the correlation of what different levels of economic performances mean to the business so as to operate more efficiently in the investments of these online social networks. When the global economy is booming, the tendency is for companies i.e. competitors to spend more on promotions of themselves and their services or products. When the economy is slumping the tendency is for companies to take a more conservative role and hold back on their spending. However I must realize that my focus is not only on other businesses even though I will operate in the B2B environment. At the end of the day I also need to give attention to how consumers react to the economy and its correlation to their consumption patterns towards my client's services or products. Obviously as was the case earlier when the economy is good people tend to spend more and when it's terrible they hold back on expenditures.

When organisations have positive cash flows and higher budgets due to a booming economy, they tend to spend it on traditional channels such as television advertising. During periods of economic crisis with budget cuts they decrease their budgets for traditional marketing channels. As a result they throw their marketing investments towards social media promotions as it's seen as a more cost efficient way of reaching consumers. The approach my organisation will always take will be to disregard traditional mediums such as radio, print and television and focus solely on the investment towards online platforms. Its simple because for us we realize where the consumers' attention is (online) and we intend to get in front of them in these places where they're most prevalent i.e. social media. We will continue to be doing so for as long as we feel the users' attention is under-priced, as is the case with social media marketing.

History is a good tell on the future and if we look at one of the biggest companies in the world Amazon and how they jump started their business, it was through Google adwords at a time where advertisements on this platform were highly under-priced. The same thing is happening with platforms such as Facebook and Instagram, it's important to grasp these opportunities before big companies like Coca-Cola and Mercedes for instance take all the money their spending on television commercials and throw it in these social network advertising platforms. Once this happens costs of advertising on social media will rise exponentially and smaller businesses will for one not have the budget to compete for the consumer attention like these big players and secondly struggle to harness the users' attention because they will be fed up of seeing these ads and then it becomes a numbers game to obtain clicks.

Social factors:

Social media has gained such a high level of attention in today's society that it's gotten to a point where nearly everyone has one or another form of a social media presence. Some would argue that the frequent users of social media have a higher tendency to experience negative emotions like jealousy and isolation. This is due to the fact that people on social media tend to compare their lives with that of others based on their posts and thus become envious of the lifestyles they lead. However if one would look deeper into the intentions of a majority of people online, they'd find that most people only put out the best versions of themselves in an attempt to be admired by others. Some even go as far as faking their lifestyles to the public

eye in an attempt to not be left out by the appearance around them that everyone else seems to be up to something special.

These social platforms have come as far as affecting our physiology in terms of how our bodies react to certain engagements online. It's been pointed out that notification alerts on our cellular phones release a stress hormone in our bodies known as cortisol (Vandette, 2018). People have become so dependent of their smartphones that when they don't have access to them they develop anxiety until they have their phones back in their possession. It's clear that based on present social behaviours and attitudes people have developed addictions to their smartphones and the online social networking platforms on these devices. Some entrepreneurs will be so stuck on their ideologies that they will refuse to adopt social media marketing based on the negative impacts they feel are happening to society such as the ones mentioned before regarding addictions and peer pressures causing people to put out fake lifestyles. However maintaining your ideologies to run your business is a formula for disaster. You simply cannot in today's age be romantic on how you want it to be in the world and then not affecting your operations based on how it actually is.

Another flaw that's prevalent even with entrepreneurs that do have some form of a social media presence is that they create and distribute content based on themselves and their preferences and not for the end user receiving their information. An example could be an entrepreneur that only posts about their brand on Facebook and not Instagram because they've never used the Instagram platform previously. The bigger picture needs to be looked at by my organisation in that I cannot create obstacles for my audience. Meaning if they the consumers want to see my content on YouTube I will provide it for them, if they want to view it on Facebook I will give it to them and if they want to see it on Instagram or any other social platform my audience is prevalent on , I will be there and distribute it to them. I will be putting what's good for the business ahead of my own feelings.

Technological factors:

The rapid rate of technological advancements has brought about a shift in the way us human beings communicate. Consumers have become accustomed to instant gratification because of these advancements in software, social networks, messaging systems, interactive websites etc. These systems now in place that in the past were not available has raised the expectations consumers have on organisations based on their interactions with each other. As such it's

important my organisation uses these technologies to our advantage in making customer service a smooth process when providing value to our end consumers.

Porters 5 Forces:

Threat of new entrants:

It's relatively easy for competitors to enter the market as the barriers for entry are low. This is for instance due to the fact that the costs of entry into social media are relatively low. As we've come to know, the usage of social media platforms for individuals and organisations is free and as a result the financial risks are mitigated for social media agencies to get set up based on the nature of these social networking sites. The influx of information readily available for free on these social platforms is also very high and so the buyer loyalty is somewhat low as organisations focus more on selling than actual marketing, which involves focusing on branding.

The fact of the matter is all organisations of today need to view themselves as a media company in order to maintain relevance amongst their target market. They need to create content in the form of pictures, written word, videos and audio and distribute them onto their respective social media platforms. As a result competition is high because it's no longer the case of only focusing on your direct competitors but also every organisation branding themselves online because you are competing for the same attention of these users feeds. However the nature of each platform does to some extent bring about limitations to new entrants on what type of content is appropriate to their audiences for them to post. For instance modelling agencies could and should refrain on posting explicit pictures of their models on LinkedIn but they're not required to do so on Instagram and so forth. It's important for my organisation to contextualize the nature of each platform and then adapt the type of content posted on each and every one of them that we are active on.

Threat of Substitute Products:

There exists a widespread of social networking channels available for consumers and organisations to be a part of and share their information amongst one another. As a result consumers could switch between the usages of Facebook where our organisation will be predominantly on, over another social networking platform. The fact that a majority of these social networking sites are free make the switching costs very low and so if users feel they

are getting more value from one platform over another they could abandon the platforms we will be consistently be branding ourselves across.

Certain social networks cater for specific user interests, for instance the online gaming industry has seen Twitch take a big portion of the market share that YouTube previously had. As a result the popularity of one social platform based on user interests can diminish engagement levels of other big platforms currently dominating the market. However Facebook is such a big player and extremely good at retaining users attention that over the course of many years it will be difficult for another app to come in and compete on same level. They're especially good at pin pointing key industry leaders that could pose threats and as a result leverage the size of their company to buy out these companies that pose current and future competition to them. Acquisitions of such include but are not limited to businesses such as WhatsApp, Instagram and more recently that of Vidpresso. In order for my organisation to stay on top of this it's important to spread the branding of my company and that of my clients on several social networking platforms, including ones that are emerging. This way if any one of them falters then we will be more flexible and equipped to deal with these changes of the market.

Bargaining Power of Buyers:

In the past the media was predominantly controlled by a few individuals whom owned big brands such as television networks. This was mainly due to the nature of the medium being very one dimensional in terms of its dialogue with viewers. Today social media gives users the ability to have two way communications with brands that put out publications. Consumers are now empowered to voice their opinions publically and be heard by a large audience within the social networks they engage in. In social media terms this can be done by an organisation being called out with "tags", comments under their publications, shares of content they deem to correlate with their opinions or not and so forth. It's important for organisations to react to negative criticism head on instead of simply ignoring or possibly deleting what consumers voice negatively or positively, because once it's on the internet it remains forever.

Bargaining Power of Suppliers:

The social networking industry has had an explosive growth over the last couple of years. This is in its entirety thanks to the internet and the possibilities it creates to connect us human beings globally. Companies such as Facebook, Google, Amazon and Apple have been able to leverage this phenomenon called the internet to great effect in spreading their influence across the world. They've accumulated such power and wealth that they seem virtually untouchable within the next decade. Brands would be and are smart to build their legacies on top of them. Due to their size and reach globally these suppliers have a very high bargaining power to those who seek their services.

Just recently in the first quarter of 2018 Facebook introduced and announced that it had changed its algorithm to focus on its community needs rather than the interests of brands on their platform. What it means is that brands and their respective pages now receive less exposure to its end users as a means to give more exposure to personal connections users have with friends and family. As a result the referral traffic generated on this platform to brands has decreased based on former tactics or strategies organisations had in place. Many brands criticized this implementation by the CEO of Facebook Mark Zuckerberg as it had a direct impact on their businesses.

As a result brand pages on Facebook have to rely less on their organic reach as only 10% of their fan base whom 'like' their page actually get to see the content they publish. The solution is for organisations to focus on advertisements that focus on providing more value and less selling of their own agendas.

Competitive Rivalry Within The Industry:

The social networking space is one of such innovation that new technologies and features are constantly being integrated. Social media marketing agencies have become prominent over the last couple years although many tourism and travel companies have kept their social media implementation strategies in house due to the nature of being able to produce a lot of content of their outdoor experiences provided for consumers. My organisations niche of targeting African tourism companies is one which is very niche specific and hasn't faced much competition as the continent in general has been a few levels below that of Europe and America. However with globalisation it's relatively easy for agencies abroad to go into these markets and exploit them. Having my roots there will be an advantage as I'm accustomed to the traditions and cultures people operate with on a daily basis.

Table 1- Porters 5 forces

Porters Forces	Intensity of the Industry				
	Very Low	**Low**	**Medium**	**High**	**Very High**
New entrants					✓
Substitutes			✓		
Buyers				✓	
Suppliers					✓
Rivalry among firms					✓

Description of the market:

Tech Target describes social media marketing as an online system of marketing that uses social networking platforms as a marketing tool (Tech Target, 2014). The objective being to create and distribute content that online users share amongst their social networks to help the distributing organisation increase their brand awareness and as a result reach more consumers.

According to the World Travel and Tourism Council (WTTC) the direct contribution which tourism had to the Namibian GDP in 2017 was N$4,937.8 million (USD 369.3 million), this was the equivalent of 2.9% of the total GDP of that year with the forecast of it expected to rise by 8% throughout 2018 (WTTC, 2018). Thereafter they also expect an increase year upon year of 6.6% per annum from 2018 to 2028 (WTTC, 2018).

Graph 1- Namibia: Total Contribution Of Travel & Tourism To GDP (WTTC,2018)
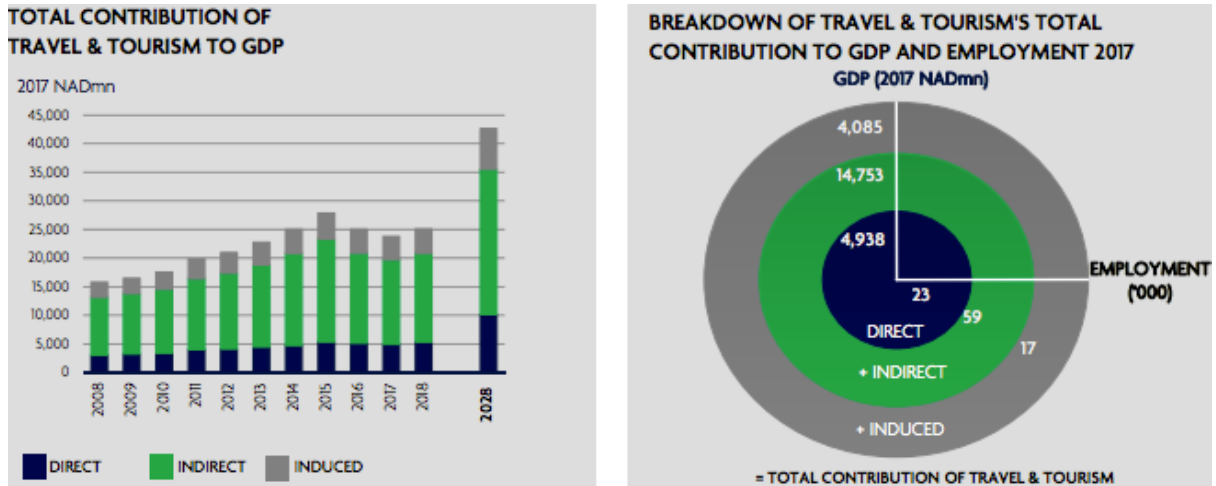
WTTC stated that" travel and tourism generated 23,000 jobs directly in 2017 which was the equivalent of 3.2% of the country's total employment (WTTC, 2018). The expectation is that it will increase by 6.5% during this 2018 year and that there will be a further increase of 3.6% year upon year for the next 10 years and will account for 35,000 direct jobs in 2028 (WTTC, 2018). This includes employment through travel agents, hotel companies, airline flights and other services for transportation of passengers not including commuter services (WTTC, 2018). It also includes, for the activities of the restaurant for example and industries involved in leisure supported directly by tourists (WTTC, 2018)."

Graph 2- Namibia: Direct Contribution Of Travel & Tourism To Employment (WTTC, 2018)
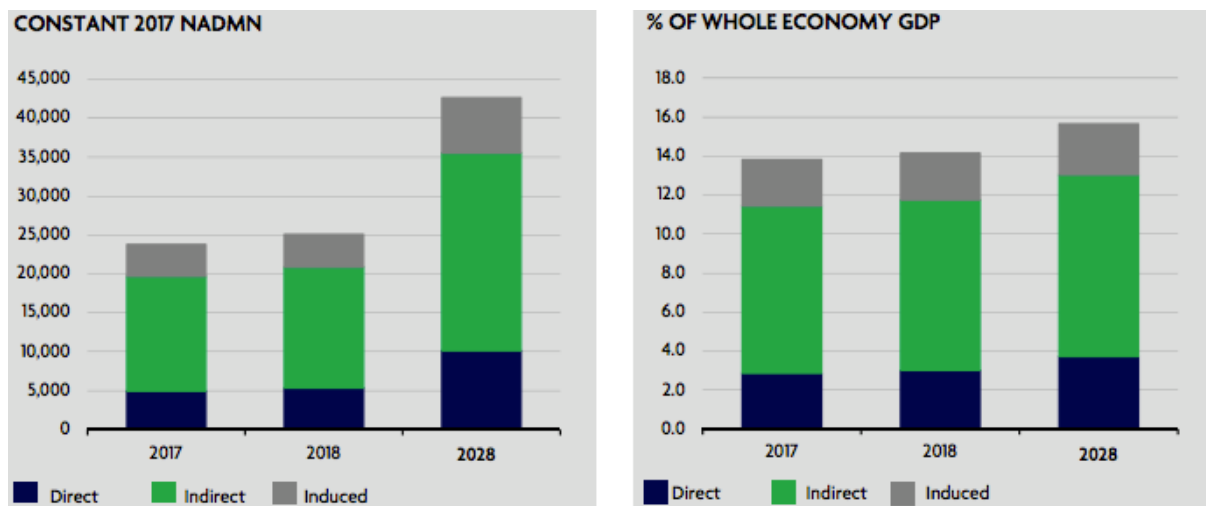
Visitor exports involve foreign expenditure within a chosen country that's put under observation which in our case is Namibia. According to WTTC "visitor exports are as you would expect a key component of the direct contribution of Travel & Tourism (WTTC, 2018). In 2017 it was reported that Namibia generated NAD4, 369.5 million (local currency) in visitor exports (WTTC, 2018). Throughout 2018 however this figure is expected to grow by 10.6% and the nation is expecting to attract 1.2 million international tourist entries."

Graph 3- Namibia: Visitor Exports & International Tourist Arrivals (WTTC, 2018)
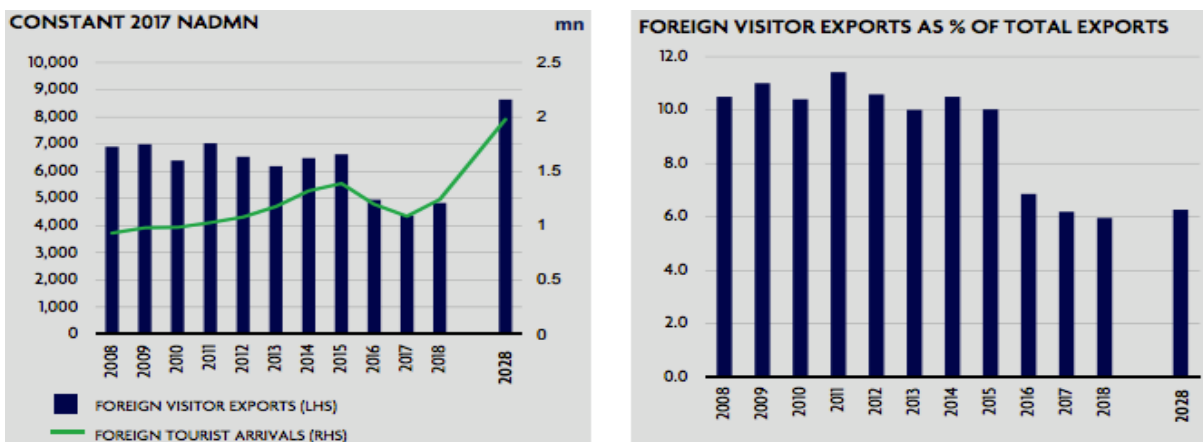
"Travel & Tourism is assumed to have retained capital investments of N$ 4, 425.5 million (local currency) in 2017 (WTTC, 2018). This is assumed to increase by 3.4% in 2018, and rise by 5.5% per annum over the next ten years to N$7, 830.7 million (local currency) in 2028 (WTTC, 2018). Travel & Tourism's share of total national investment will increase from 12.1% in 2018 to 13.0% in 2028 (WTTC, 2018)."

Graph 4- Namibia: Capital investment in travel & tourism
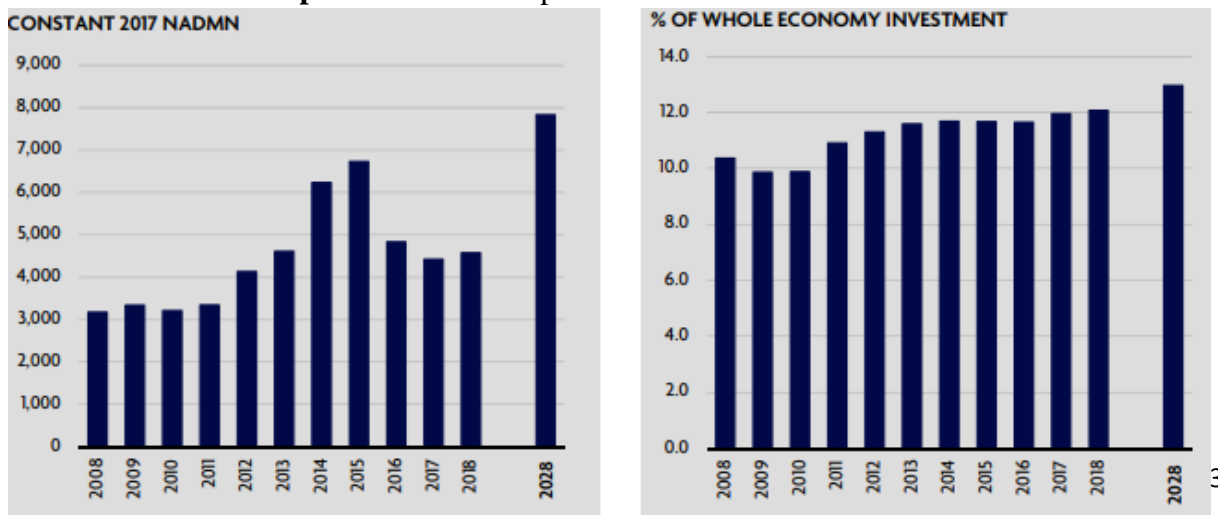
"Leisure travel spending (inbound and domestic) generated 81.8% of direct Travel & Tourism GDP in 2017 (N$ 16, 131.9 million) compared with 18.2% for business travel spending (WTTC, 2018). Leisure travel spending is expected to grow by 7.1% in 2018 to N$17, 282.8mn, and rise by 5.4% pa to N$ 29,210.6 million in 2028 (WTTC, 2018). Business travel spending is expected to grow by 5.8% in 2018 to NAD3, 808.3 million, and rise by 4.6% pa to NAD5, 969.5mn in 2028 (WTTC, 2018)."

Graph 5- Different Components Of Travel & Tourism (WTTC, 2018)
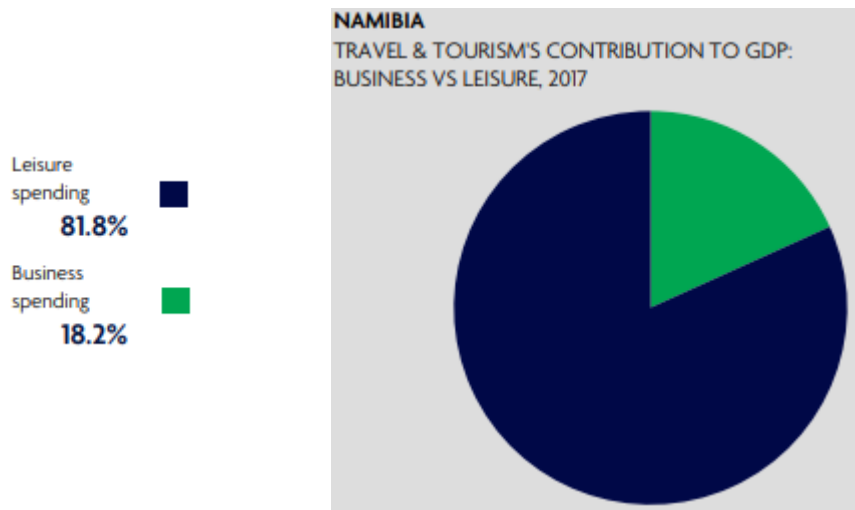
9. Internal analysis

Mission

Mission statements involve pointing out why a company is in its existence and does what they do in their respective fields.

- ❖ In everything we do, we believe in being different and we believe in challenging the norms.
- ❖ We challenge the norms by making our services consumer centred, user friendly and geared towards creating interactivity.
- ❖ It just turns out that we provide tourism companies with great social media marketing campaigns with quality content that creates a ton of brand awareness for their desired audiences.

Vision

The vision statement involves describing what the business hopes to or aspires to achieve in the long term future.

It enables your stakeholders and particularly your employees to conceptualize the purpose of the existence of your business.

According to research it's been identified that employees that understand and find the vision meaningful have engagement levels of 68% (Joseph Folkman, 2018).

- ❖ Our organisations vision is to be regarded as the best consumer centred social media agency in Southern Africa extending its services beyond just tourism

Values

- Consumer orientated
- Authenticity in branding
- Consistency in audience communication
- Innovative content creation and distribution
- Equality amongst stakeholders

Strategic objectives

The strategic objectives have been compartmentalized into four parts, financial objectives, customer objectives, operational objectives as well as employee objectives. These targets we hope to hit within the first 3 years of operations.

Financial strategic objectives

- ✓ Generate sales of €840.000
- ✓ Increase net profits 10% annually
- ✓ Decrease expenses by 5% annually

Customer orientated strategic objectives

- ✓ Maintain a high level of customer satisfaction
- ✓ Have a 5% client cancellation benchmark
- ✓ Thus have 95% customer retention
- ✓ After the 3 years, expand into new markets to obtain new clients operating within other industries.

Operational strategic objectives

- ✓ Increase technological efficiencies by constantly looking for overlapping digital tools that perform several functions.
- ✓ Focus heavily on investing into the content strategy of our clients

Employee strategic objectives

- ✓ Employ individuals whose personalities fit in with the existing why nature of the organisation.
- ✓ Improvement of communication management, semi-annually conduct audits of the internal podcast system to insure employees get the most of it in understanding their various roles.
- ✓ Have an employee retrenchment system whereby all levels from top to bottom are subjected to the same rules with no preferential treatment given based on positions held in the organisation.
- ✓ Give empowerment to employees to feel comfortable making decisions without the managers consent

10. Competitive analysis

Strengths:

1. Delivery of branding opposed to sales
2. Consistency of content distribution
3. Targeted advertisements
4. Consumer and audience engagement efficiency
5. Creative marketing plan for generation of leads
6. Fractional marketing budgets required
7. Reach across relevant social platforms & attention tracking
8. Ensuring client authority status within industry

1- In an era of abundant social media growth, there has been a huge emphasis on selling as opposed to marketing. Individuals and companies are primarily focused on transactions as opposed to branding. There's a certain practicality attached to this as organisations require cash flow in order to stay in operation and achieve their financial goals. The issue however is that people are tired of being sold to, as the saying goes "marketers ruin everything". Every time these businesses put ad dollars into their respective platforms, they expect a monetary return on their investments, which in turn makes the scope of operations very short term as their focus is primarily on vanity metrics such as likes, impressions and conversions instead of engagement. The unique selling proposition of our company will be that of building a brand on these social platforms so that business comes to us and our clients by providing the most value out of all our competitors to our audiences. In an age where there are extraordinary levels of free information distribution, our focus will be on bringing the most value through our content to our audience for free. Our outsourced parties will focus on the conversions of people through the generation of leads.

2- In the past organisations could survive of posting infrequently towards social networking platforms. Now however it's become mandatory that firms put their content out daily. This is due to the fact that there is now such an influx of information on the internet that if you don't show up every day you risk losing relevancy to your audience. This is why our organisations content strategy is pivotal to what we do for our clients and ourselves. It can be a daunting task to come up with

content to post every day on so many of the social platforms available. Thus we are following the strategy of breaking down pillar content (macro /long-form videos) into micro content so as to always have content to distribute for ourselves and our clients.

3- The competition on social networking platforms is very high as essentially we are all competing for the same attention on the feeds we chose to advertise on. Therefore my organisation will have a focus on directing our content that's focused on branding towards relevant audiences we are trying to attract interested in travel and leisure.

4- No matter how many posts we plan on distributing, the intent will always be on listening to our audiences' feedback. Which is why we will focus on replying to every person interaction with us on social media so we are seen as avid listeners and can also in return use the feedback to deliver better communication and services.

5- Sales for our clients will be outsourced to competent third parties through the generation of leads, that way we will have an increased level of time to focus on clients branding that will yield them the achievement of macro goals or long term sustainability.

6- Since our organisation will need be producing content for traditional mediums such as television, billboards, etc. the costs of our clients marketing will be significantly lower on social platforms as opposed to the alternative.

7- It's important not to create friction when distributing content for our clients and so if our audiences prefer to see our content on Facebook we will give it to them, if they prefer to see it on Instagram we will give it to them and so forth. It applies to any platform where our target audiences are predominantly spending their time, this way we focus on where the attention is and place our communications there, giving it a larger reach than just focusing on one platform and becoming vulnerable to its continuation in the market.

8- All these procedures will allow our clients to be positioned as industry leaders and thus be seen as authorities and be on top of mind in the industry when consumers think about tourism.

Weaknesses:

1. Lack of human resources
2. No previous social media marketing clients
3. No full control in generation of leads
4. Short term financial objectivity scrutiny

1- Since we are a start-up, we are going to be starting small and so a lot of the marketing tasks at hand will primarily be done by me excluding the generation of leads.

2- We are getting the organisation of the ground from zero and so we won't be having a track record or testimonials from any previous clients and so our credibility to deliver could be affected as a result.

3- The outsourcing of lead generation to a third party company/individual will result in us not having full control in this aspect of the business and at the same time we will be held accountable for the performance and results of this department.

4- Due to the nature of our operations having a primary focus on long term sustainability and achievement of macro goals through branding, impatience could lead our clients to scrutinize us based on short term financial indicators.

Opportunities:

1. Mobile attention
2. Market conformity
3. Lower economics in region
4. Tourism industry size in Namibia

1- There is an increased attribution of attention towards mobile devices with a significant portion of the time people spend on these devices being on social networking platforms.

2- With first world countries now starting to give importance towards brands having online presences, Africa will follow suit and so before the market gets saturated of people offering social media marketing services to clients we must enter to capture our market share.

3- Since fewer advertisers exist in these developing countries, the costs of advertising on these social platforms are low until big brands and more advertisers enter the market and drive costs up.

4- The tourism industry is booming within Namibia with it having more and more tourist entries year upon year and so there is a big market to capitalise on.

Threats:

1. Tech advancements
2. Internal competition
3. Big competitors

1- Rapid technological changes are very prominent in this industry. Social networking platforms for instance have a history of coming and going and so our distribution of content and audience build up is at risk of becoming obsolete.

2- The people we outsource lead generation to can go directly to our clients and try sign them on for themselves and clients can be financially induced to consider since they're been delivered short term results through that party generating leads.

3- Competitors with bigger marketing budgets and longer exposure to the market will be operating in the market and offer similar services to us potentially when they catch wind of how we focus our operations.

11. Objectives of the plan

The main objective of this innovative business plan is to bring to life a company that competes in the social media agency industry and more specifically provides tourism companies operating within Namibia the opportunity to focus on exceeding their consumers' needs through authenticity and consistency in social media branding.

The premises of the plan rely on creating dialogue among brands and their audiences. We shall differentiate ourselves by looking at the macro picture of what we are aiming to achieve. As such we intend on not being financially short term focused and not expect a transaction to come from every campaign we put out for ourselves and our clients.

We will apply a 49/51 approach whereby we will produce more value to our social networks than we will ask for in return. We're striving to build a community around us and not just a traditional enterprise to consumer relationship.

Furthermore the objectives of this plan are to:

1. Identify and evaluate the viability of this new organisation operating successfully.
2. The development of a business strategy based on the competitive nature of the environment.
3. Evaluate the economic opportunity using financial forecasts.

12. Development strategy

Legal entity of the business

Since I will be the sole owner of the social media marketing agency, the legal entity of my business could be that of a sole proprietorship. However this would put me at risk and I'd be liable for the liabilities incurred by my organisation since there is no separation between the business and me personally.

Therefore the decision is for my organisation to be a business trust as its legal entity. This will enable me to use the assets the organisation is in possession of to do business for my clients. These assets will belong solely to the business and as such no creditors will be legally able to sue me for my personal assets.

The costs are lower compared to other legal entity options in Namibia as I will not be required legally to open my financial books and thus not need to hire an auditor.

Strategy

Our marketing agency will follow a differentiation strategy in order to position itself as the authority within social media marketers for tourism in Namibia. Our services will be differentiated in the sense that they will have a superior quality to that of our competitors. Our intention is to explicitly focus on branding through the consistent distribution of content throughout relevant social networking platforms.

Through our content strategy we are able to obtain a reach to our audience unparalleled to what the market has on offer. With a distinct focus on audience engagement rather than analytics, our focus is delivering the most value possible through our content. Customer service will be one of our top priorities in the industry as we cherish the time people take to engage with our content and thus look to reciprocate that with authenticity in communications from our brand.

Key factors:

Investment in online tools

Social media platforms as well as the user behaviour on these platforms are constantly evolving. It's important to keep up to date with changing technologies, as systems I might have in place today can become obsolete in a matter of months.

Investment in brand advertisements

The cost of entry on social networking platforms is free and as such having these mediums to distribute my brands content organically to attract clients is great especially when you think back to the old days when we had to pay a middle man to get your information out to the relevant parties you were trying to attract using mediums such as print, radio and television. However although pushing through your organic content is a must, these platforms are cracking down on business pages' reach towards their audiences so users have a more enjoyable experience online as opposed to being bombarded with brands self-serving needs.

In order for my brand to obtain and maintain relevancy in attracting desired clients, it's important that most of the budget I have available be spent on advertisements on Facebook, Instagram as well as influencers on YouTube and Instagram. My organisation needs to focus on allocating a majority of its resources now towards this while the ad platforms are still under-priced. Once big companies stop splashing their money out on traditional mediums and into social media the costs of advertising will rise significantly and it will be harder for smaller brands such as our organisation to compete for the users attention on a fraction of marketing budget these brands will have at their disposal.

Investment into HR department

It's important for the entire organisation to be aligned with the firms vision especially when it comes to consumer interactions as it forms an integral part of our day to day operations. I must ensure that the entire staffs from top to bottom is equipped with the proper training in order for them to be able to carry out their tasks to the best of their capabilities. I will also ensure that employees are treated fairly and given empowerment to make a lot of decisions without consent from their managers. This is crucial because if I want them to engage with the outmost empathy to our external audiences, it's important that the example be set from within by making them feel valued so they can transmit those good vibrations of our brand naturally.

The organisation will have an internal podcast exclusive only to us whereby the organisations views on best practices will be communicated through voice rather than the dreaded written manuals companies love using which never really get read. The idea is for all members of the organisation to listen to the podcasts in their own free time so as to keep up to date and informed on possible changes being implemented. This way we are working towards common goals without there being any confusion about what tasks, members are expected to perform to achieve our objectives.

13. Definition of implementation policies

Marketing:

Essentially to be obtaining clients and promising them I will be efficiently running their social media marketing, I myself need to be in possession of a substantial online presence. In order to have this set up I will need to have a personal brand that gives confidence to my clients and shows I am capable of taking up a big responsibility of their respective organizations. The making of this profitable personal brand as an entrepreneur consists of elements such as authenticity, consistency, storytelling and ultimately these all comprise of putting out content.

Being authentic requires me to convey a personality to people of who I truly am and what expectations they can have regarding my content and or work. Being passionate about something and standing up for it even in the midst of controversies that arise is a great way to convey to clients that my beliefs are not swayed by public opinion. Transparency in my communication is crucial to having this authentic persona. This means that keeping it real, even in circumstances that make me seem vulnerable to others is crucial. Having self-awareness to be able to recognize my own limitations and openly being upfront about it creates an attraction of my ideal customers that I would want to sign on. However it's one thing to have business transparency and some level of personal transparency but another to be completely open about my private life regarding matters such as my family, so it's important to find the right balance. At the end of the day it all ties down to my business and so it's important I share what I love regarding my brand and what my company does.

Making myself accessible will also go a long way towards building real trust and authenticity. Allowing people to connect with me to voice their concerns or simply just chat needs to be a priority no matter the scale at which I'm operating my business at, whether small or large. These can include retweets, comments on Facebook/Instagram and even replying to private messages on these social platforms. As an entrepreneur I will come up against countless obstacles in my journey, so showing these struggles that make me seem vulnerable to people will make potential clients trust me more and thus respect me.

Also with the level of competition for attention on social media platforms from so many people, it's important to stand out otherwise I won't have any business being generated. In order to do this I should highlight to my prospects what makes me different and stand out from my competition. Part of doing that will be done through being authentic as mentioned

before and standing for something as in my case I will be getting behind a humanitarian cause and aligning myself only with companies that share similar beliefs and values.

Consistency is another important factor for my personal brand when marketing myself to get clients. I have to go out and be consistent in all areas, publically and behind the scenes when I'm operating my business. Otherwise if people don't see me put out content relative to my business, I will never get the eyeballs towards my brand and thus not create the exposure and build the audience I want to create. Content is king and it's the content I produce that will make me stay relevant in the eyes of my consumers as well as make them resonate with the messages I put out. This frequency in marketing also extends towards having consistency across all my online social platforms. What this means is that I have to ensure I have the same branding across Facebook, Instagram and Twitter. This can be done by having the same username on all three platforms, having the same profile pictures so people can easily recognize me across each platform as well as posting the same type of content (lead generation information) on each one of the social platforms I'll use. Having unrelated content on separate social media channels will send mixed signals and confuse my audience as to what it is I actually specialize in.

The next element involves my unique story that draws people in. This is something competitors cannot emulate as my life experiences are unique to only myself. It will give my personal brand more of an understanding from my audience and by getting to know me on an individual basis it can stimulate a certain level of trust that otherwise wouldn't have been present. Embracing my growth and voicing out hurdles in my life I've had to go through to get to the point I am of signing clients on needs to be brought to light as these vulnerabilities will make my audience view me as more authentic and thus loyal to what my brand stands for.

For my content strategy I've decided to emulate none other than Gary Vaynerchuk as I consider him to be a pioneer in the social media marketing industry. I've followed him for a while now and instead of just listening to the advice he gives, I've taken a deeper approach of following what he does relative to the action he implements for his business. He's a world renowned motivational speaker as well as the founder and CEO of Vayner Media and Vayner Sports. He's social media presence is staggering to say the least and it's due to the fact that he's so good at being consistent across all his social platforms. He recognizes where the users

attention is and he gets highly active in these places where he finds the advertising prices underpriced.

Below is the process he generally follows in the production and distribution of his content:

Figure 2- Content strategy
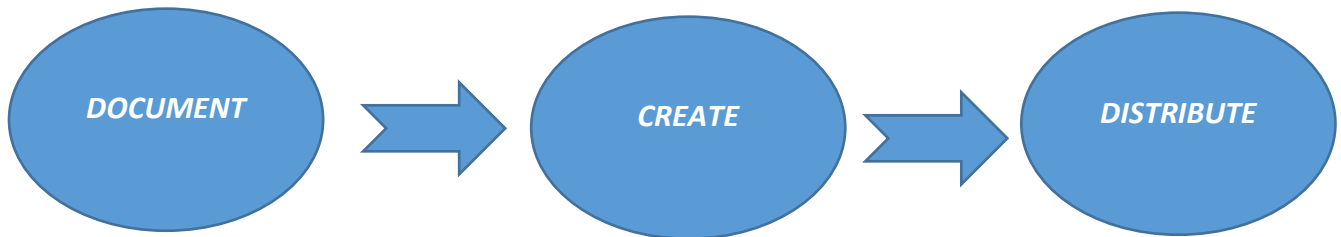
This is the system I'd have in place whereby I would document a long form piece of content related to the touristic tours that my clients go on. This content would be created in the form of video or audio. Then after this documentation or pillar content is made as Gary likes to refer to it as, micro content would be disseminated and created from this long form content in the form of short videos, articles, pictures etc. This micro content will comprise of the best moments extracted from the long form content my media person captures throughout the video/audio of the tour. The important factor here is to analyse the long form video and extract the moments I believe to resonate most with my clients' audience and make short videos based off of that. The next step would be to distribute both the long form content as well the micro content across all my clients' social media platforms.

Figure 3- Content distribution strategy

Long-form content distribution:

Micro content distribution:
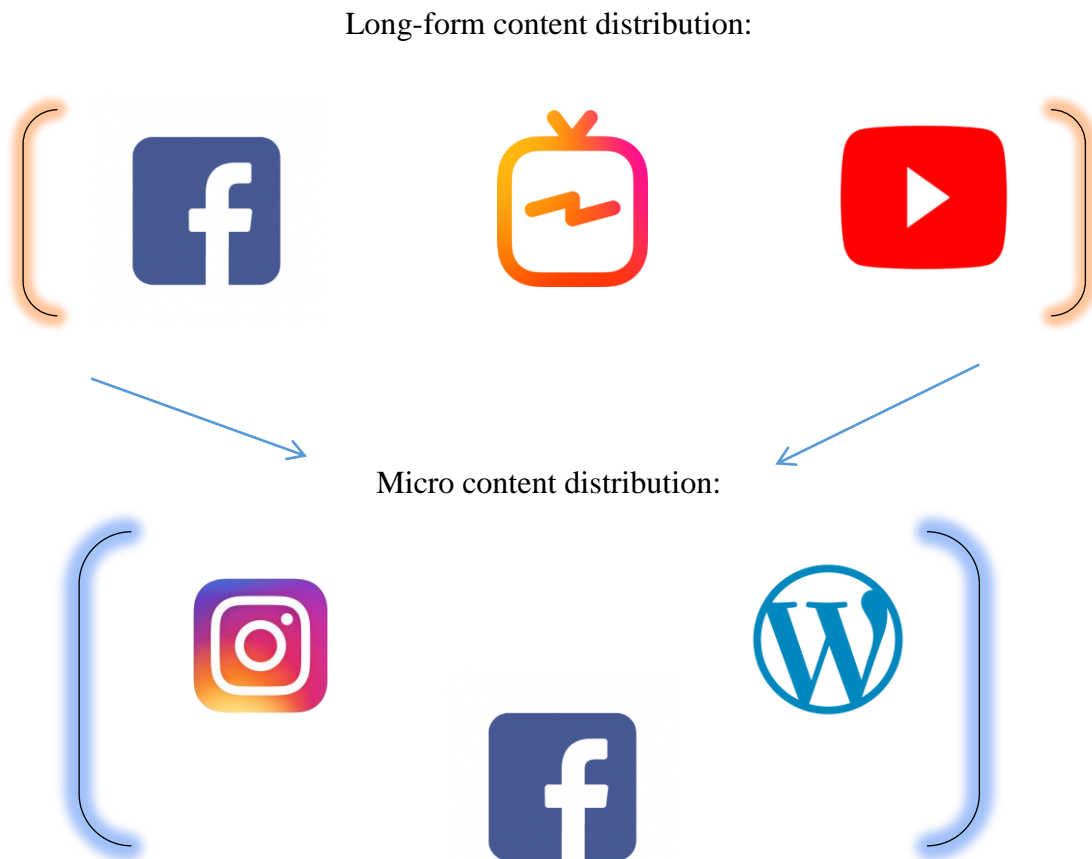
It's important to cater your content and in other instances customize your content based on the platform you are posting it to. For instance I'm not going to be posting an hour long video to instagram as the platform limits you to uploading 1 minute videos. Even in instances where you are allowed to upload for instance a 2 hour video to Facebook, it wouldn't be advisable to do so as the users don't go into the platform with that expectation of viewing such long form videos, however on a platform like YouTube such a thing would be more acceptable. Therefore long form content of the tours would be distributed to appropriate platforms such as Facebook (45min-1hr maximum video length), Instagram TV (IGTV) and Youtube that cater for such viewership.

Then the micro content that I'm going to be extracting from the long form content is then subsequently going to be distributed to my clients Instagram feed and stories, Facebook page

feed, Facebook groups and stories as well as create articles on my clients website as blog posts based on transcriptions of audio extracted from the tour guides communications to the tourists (customers) regarding the cultures of the places their touring, description of sceneries, etc. The objective of this micro content is to drive views to the long form content posted on Facebook, Youtube and IGTV.

Once the long form and micro content has been distributed, it's important that I get community insights for my clients based on how their prospects are reacting to the content we put out. I will look at the key comments and replies and discover what parts of the content they most related to or loved watching. A clever suggestion by Gary Vaynerchuk is to ask your viewers to comment on your videos with a timestamp of the sections they most enjoyed seeing as this way you directly know which moments your community most resonated with and thus are able to extract community driven micro content. So in essence I create more micro content which I'm able to post to my clients audience, only this time the content is somewhat generated externally as opposed to internally. This content will then be distributed across my clients social media platforms that he or she is active in.

The above strategy allows me to practically infinitely duplicate my content as each new extraction of video (micro content) from main long form videos will have new titles, be transitioned into pictures, quotes, gifs, etc. and so will be perceived as original content each time it's posted for my clients.

Just as the first round of micro content will funnel people into viewing the long form content posted, similar strategies will be applied throughout my clients' social media channels in general to get prospects following them on all their active social platforms. By getting the community following them on all these platforms, if users don't see their content on one social platform they will see it in another and so we maximise the chances of obtaining the users attention to what we are offering. One such strategy will involve me creating Instagram stories that users can swipe up to and will funnel them to my clients Facebook group where they can actively engage with other members of the community on there. Here I will encourage my clients to showcase other people in the community. This can be done by hosting a Facebook live every week with one of the engagers from the community to ask them their expectations of the tour or possibly their experiences if they've already participated in the tour. This tactic will lead other members of the community to engage more with the brand as they will seek out to also obtain this exposure of being talked to in the

group. During the email marketing I would also add a signature below in closing that links readers of the email towards my clients Facebook group.

Now it's evident that building community is crucial to what my organisation hopes to achieve since we don't want to be just another brand selling to consumers at every opportunity we get. A great way currently to build community on social networks is through the usage of Facebook groups. Previously a Facebook fan page was all that was required since your publications would reach a majority of your fans however with the algorithm change there's less reach and so Facebook groups shouldn't be considered a substitute to your Facebook page but rather a brilliant complement.

Now there are different kinds of groups which my organisation can create; namely an open group, a closed group and a secret group. A secret group is one which is only available through invite by the admins and you will not come across them through searching for them on the platform. An open group is a group of which the entirety of the content discussed within the group is available to anyone even if they do not form part of the group. Now a closed group which is what my organisation will pursue, involves a group that's identifiable through search by the users but the content within the group is exclusive only to its members. This closed group you can be entered into through an invite of the admins or if you request to join pending the approval to the admins of the group.

The reason my organisation will create a closed group in an attempt to further grow community for itself as well as clients and their prospects is that it allows for increased interactivity between the brand and its audience as well as amongst the audience itself. Through interacting in a group, a brand is able to personify its organisation by having their employees personalities conveyed with their profiles when reaching out to the audiences on the group. Our audiences will also feel like they have more leverage by being able to start conversations within the group with other members as well as having the ability to easily reach out to our organisation and so it will improve our customer service and as a result have a more satisfied audience. The ability for our audience to interact amongst one another is a great opportunity although it needs to be managed with transparency.

It's important before growing an audience that our brand story is clearly expressed as mentioned earlier through storytelling to the audience. If we try to build a community revolving around us without opening ourselves up to our past experiences and how we got to where we are, then we will fail in creating an effective audience. This revelation does not

mean that my organisation should treat it as a one-time event where we only communicate once about where we've come from as well our why for existing. Instead our brand story should be shared consistently across the existence of the organisation. Once we've established our story we can actually build an audience around what we are all about. The more relatable our audience finds our story to themselves the more powerful our brand positioning will be in their minds.

Retargeting when implemented correctly is a powerful strategy to implement in business due to its nature of dealing with warmer audiences. Coupled with a huge data base on Facebook where you can practically insert any criteria of an audience characteristic that you would like to target, the opportunities are endless provided that the creative of your advertisements are well created.

Below is a figure demonstrating the process of our retargeting system for us and our clients using Facebook and the website:

Figure 4- Retargeting strategy

Prospect is sent to company website via Facebook

They later browse Facebook

Shown a retargeted ad via Facebook

When they engage, are redirected to other platforms where we provide content

The prospect is now highly aware of our existence as a brand
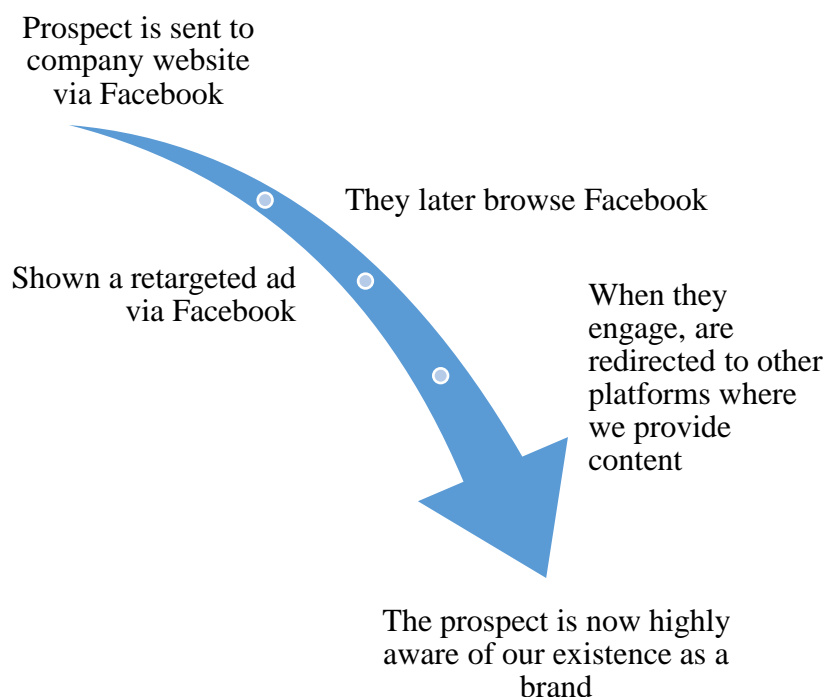
Process:

1. In the first step a prospect will be targeted with a Facebook advertisement based on audience insights we deem appropriate as part of our target market and that of our clients. This ad will direct them to our website where we clearly communicate what

we're all about as a brand. Our website and that of our clients will have a Facebook pixel installed that allows us to track which people have visited.

2. In the second step the prospect has already left our website and is randomly browsing Facebook like on any other day.

3. While browsing they are targeted in their feeds with another ad by our organisation and that of our clients based on the fact they visited our site.

4. This time the prospect upon seeing us again is more aware of us and more likely to pay more attention to what we have to say. In this retargeted ad our aim will be to connect them to us via some channel so they can view our content. They can either be directed towards our Facebook group, messenger list, email list, Instagram page or really any channel we'd like them to keep in contact with them.

5. Now depending on the prospects engagement, he or she will now be able to view our content regularly and engage with it and slowly but surely develop deep roots with our brand.

Now this is the foundation of the retargeting options we have at our disposal. There are many tactics such as creating a lookalike audiences based of clicks to our website where we target separate consumers whom share similar characteristics to those who previously visited us. Facebook doesn't allow the usage of data on people within your Facebook group, but a clever trick around this we will utilize is to post videos to our page and share that to our group and pin it to the top that way it will register views by our group members and we can then retarget them how we see fit through our Facebook fan page. The tactics are endless but it's the strategy and intent behind them that matters. For instance since our intent is not to focus on the quick sale, we will not be redirecting consumers back to our web page just to try to get them to check out with our services.

Facebook as we know has a direct communication service known as messenger. With the integration of chat bots this is a powerful tool for businesses to utilize. This platform provides brands with a great opportunity to be heard by their audiences due to their high open and click through rates. My organisation will be utilizing ManyChat as its Facebook messenger bot service provider.

We will be funnelling our audiences from Facebook groups, our fan page and profile through towards our messenger list. Now the purpose of this strategy is not to monetize our audiences

and that of our clients by having them buy our services through spamming them with promotional messages every day. Instead we intend to provide them with value which for my organisation would include social media marketing content helping employees and business owners in the tourism industry. For my clients the content would include things related to tourism that they want their audiences to take note of. An important consideration to be aware of is that we do not want to become annoying and send our audiences messages every day since they will be getting notifications on their mobile devices.

The purpose of sending value to our messenger list is to direct them to our other pages that they can follow us on in platforms such as Instagram, YouTube, Twitter and so forth. This way we are not asking them for their money but rather their attention. With the level of distractions on social media, our organisation considers it of outmost importance to be seen across various platforms by our audiences. This way besides getting in front of all the noise, we are also less vulnerable as a brand by not making ourselves reliant on the continuity of any one platform.

Below is a diagram illustrating the funnel our organisation and that of our clients will be utilizing within Facebook:

Figure 5- Facebook business funnel
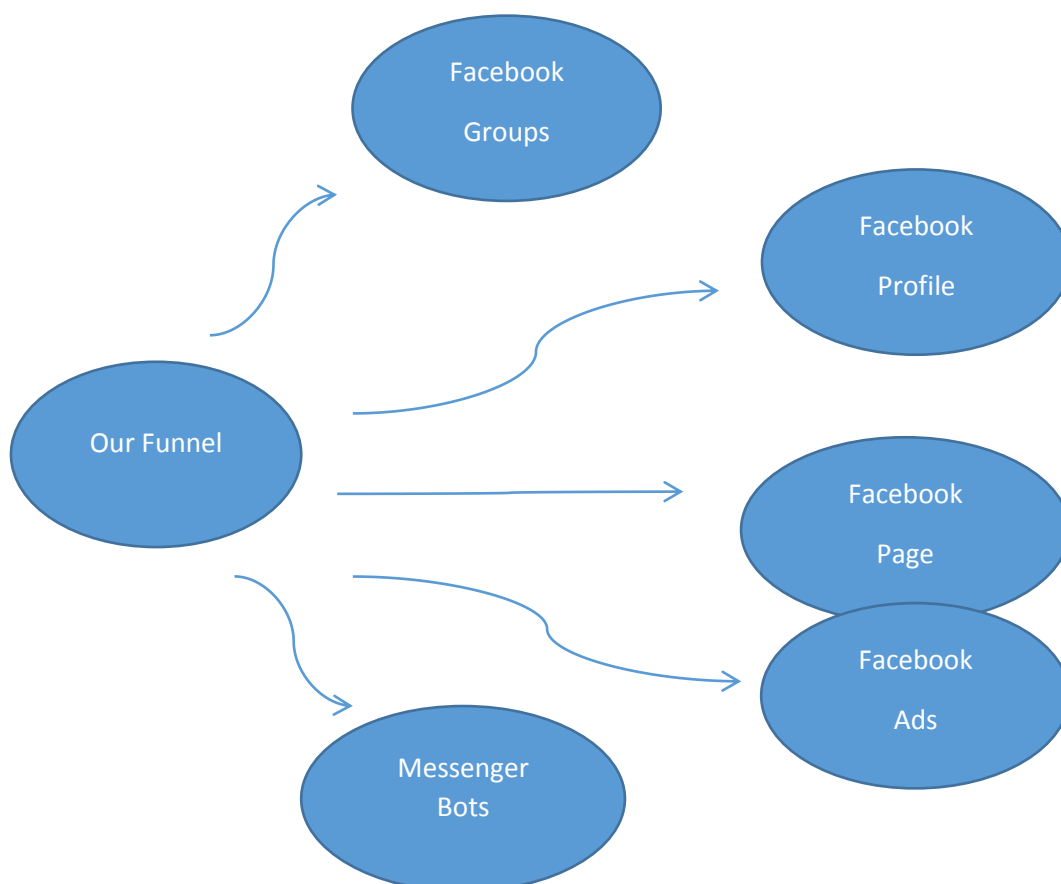
> ➢ Using all the features within Facebook of both organic i.e. free traffic sources as well as paid traffic sources will enable my organisation and that of my organisation to have the best chance at achieving our objectives on the social networking site.

Technology:

When it comes to running my social media marketing agency for national tour catering clients, technology will be at the core of all my operations considering that most operations will be handled online. The technology my company will rely on will include online tools such as a tracker of website analytics, an email auto responder, a post scheduling tool, a graphics design platform, a URL shortener tool, a competitor traffic analysis tool and then of course the apps to which the content and advertisements will be conducted on such as Facebook, Instagram, IGTV, Youtube and word press as well as the Facebook pixel helper.

In order to have direct contact with consumers I will need to have an emailing system established for myself and for my clients. The emailing system I will have in place will be MailChimp. This is an email auto responder that will allow me to schedule in advance the sending of mass emails to my prospects on pre-determined dates I wish them to receive my emails. This kind of automation will be crucial as it will save my business time typing out and sending emails individually to each and every one of my prospects. The software allows me to split test variations and discover factors such as what subject lines garner more attention, which days of the week lead to higher email open rates as well as sending times and their relation with regards to click through rates. With this information my business is able to optimize its email campaigns so as to cater to the behaviours of my audience and thus stimulate more engagement.

Knowing the analytics of my website and that of my clients is an important task to better understand my target audience. The gathering of data studied is based around the kind of traffic generated to the websites. The tool I will be using to analyse and monitor this will be none other than Google analytics. With Google Analytics I will be able to find out for my clients how their visitors came across their website based on keywords they searched. I will be able to discover which parts of their website grab the most attention based on which links and pages their prospects click on most. I will be able to segment the traffic to these websites based on for instance returning visitors as well as new visitors. With all this data my

company can then update the websites for instance according to which pages are underperforming and then edit out the copywriting so as to get it to attract more engagement from consumers.

The graphics design tool I will be using is called Canva. It's a simplistic platform that allows users to create beautiful designs relatively quickly. Due to its user friendly interface, no matter the experience level of the designer it allows you to create visually attracting content with speed. This speed will align with my strategy of putting out consistent content and not be delayed with operational details creating high quality designs for my Tour clients. It incorporates a drag and drop system and provides you with templates, stock images and appealing fonts making the quality of the work you produce top of the line.

The other tool I will be utilizing in my business operations is called SimilarWeb. This tool allows me to look at websites traffic as well as also providing me with information as to what strategies competitor sites are using to drive traffic to their web page. This data will help my company gain new insights as to how to increase my own traffic and that of my clients based on what competitors are doing. The kind of data gathered includes information such as the geographical location of web visitors, it shows me the proportion of visits that come from organic searches or pay per click, shows the device users utilize to visit my site whether it be mobile or desktop users and it displays engagement metrics such as the amount of time users spend on websites i.e. bounce rate.

A post scheduling tool is crucial to the running of my social media marketing agency for tour clients as it will massively free up my time to focus on managing all these online platform accounts. One such tool I plan on using is Hootsuite, this tool will allow me to manage several social media channels through one outlet while scheduling posts in advance. The scheduling of me and my clients accounts will ensure that content is being distributed daily and so will keep us relevant with our audiences. With a lot of operations being implemented, no matter how busy I get with this post scheduling tool will always ensure that content is distributed to the relevant audiences.

The next tool my business will be using is what's referred to as a URL shortener service provide by bitly. As we know, the level of general content on social media platforms is vast and so we don't want to clutter it even more than it needs to be in order to compete for the capturing of users attention. Therefore bitly offers us the opportunity to shorten the characters

we put out when posting our links and hence be more visually appealing to our target audience. It also incentivizes audiences to be more willing to share the links when they not that long to copy and paste. Another factor that's been proven is that it stimulates higher click through rates as opposed to having longer character links.

The Facebook pixel helper is a chrome extension tool that allows you to effectively track your audiences. It allows me to track the actions of users on my website all the way to my Facebook Ads account. This will allow me to create custom audiences that I can remarket to, create lookalike audience that are similar to audiences that have visited my web pages to show them advertisements. Having this data pushed to my Facebook account allows me to make data driven decisions that otherwise wouldn't have been available.

14. Implementation Requirements

Table 2- Operational calendar

	2018				2019												2020											
	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D
Marketing Plan	▓	▓																										
Software Setups			▓	▓																								
Graphic Design				▓																								
Website Creation				▓	▓																							
Social Media Presence					▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓
Lease Contract						▓																						
Interior Design						▓	▓																					
Register Business							▓																					
Paid Ads								▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓
Client							▓	▓																				

Recruit Meetings						�	▪																							
Client Servicing Start							▪																							
Hire Team																							▪							
Train Team																								▪	▪				
Internal Valuation																														▪

- The implementation of social media is an integral part of our business and as such cannot be treated as a one-time event.
- Therefore our organic social media presence will be a priority and constantly be updated with content for our audiences and that of our clients in order to create and maintain relevancy.
- Paid advertisements will also be spread throughout our existence since we view it as an under-priced platform to get in front of and increase our audiences.
- This will continue to be so until the platforms become saturated with big brands and the costs of advertising are no longer as favourable.
- We will continuously be doing market research to identify popular up and coming apps that grab users' attention and are under-priced.
- One way of doing this will be to play around weekly with the Android and Apple app stores with top performing 100 apps.
- In our first year the focus will be in building a portfolio with few clients (2) so as to give a lot of focus to them.
- Thus employees will only be hired when the business is entering its second year of operations.

- After a 90 day probation employees will be evaluated based on their performances and interactions amongst each other.

Implementation policy

Segmentation

Services need to be tailored to a specific group of people whom make up the target market. A market segment is defined by a group of people who share similar characteristics and thus causes them to have the same consumer needs.

The following is the most important segmentation criteria for FC Media Experience:

Firmographics

- Industry
- Location
- Customer size
- Ownership
- Technology
- Annual revenue

Since the market has been defined into relevant segment criteria's, we now have to select a target market within this segment.

Segmentation & Targeting table

Firmographics	Target
Industry	Tourism
Location	Namibia
Customer size	100-1000
Ownership	Private & public companies
Technology	Low to moderate tech
Annual Revenue	€150.000 +

Positioning

For Namibian tourism companies, FC Media Experience is the social media marketing service provider that delivers the most explosive brand awareness creation because only FC

Media Experience will be as authentic in providing services to your company and the achievement of its goals as you'd like your customers to be treated by your organisation.

15. Financial Evaluation

	Sales Forecast						
	FC Media Experience- Prepared July 2018						
	Quarter	Clients	Cost per new Client	Service price (3500x4)	Revenue	Gross Profit	Gross Profit %
Year 1	1	1	€ 1,000	€ 14,000	€ 14,000	€ 13,000	93%
	2	1	0	€ 14,000	€ 14,000	€ 14,000	100%
	3	2(1)	€ 1,000	€ 14,000	€ 28,000	€ 27,000	97%
	4	2	0	€ 14,000	€ 28,000	€ 28,000	100%
	TOTAL	**2**	**€ 2,000**		**€ 84,000**	**€ 82,000**	

> Existing clients are on recurring monthly payments.
> There are no additional acquisition costs after incurring the first expense of acquiring a client through paying a lead generator.
> Advertising costs covered for clients exclusive from the service fee we charge.
> The organisation only scales its clientele every second quarter of the year.
> Only newly acquired clients included in each year's forecasting tables.

	Sales Forecast						
	FC Media Experience- Prepared July 2018						
	Quarter	Clients	Cost per new Client	Service price (3500x4)	Revenue	Gross Profit	Gross Profit %
Year 2	1	2	€ 1,500	€ 14,000	€ 28,000	€ 25,000	89%
	2	2	0	€ 14,000	€ 28,000	€ 28,000	100%
	3	4(2)	€ 1,500	€ 14,000	€ 56,000	€ 53,000	95%
	4	4	0	€ 14,000	€ 56,000	€ 56,000	100%
	TOTAL	**4**	**€ 6,000**		**€ 168,000**	**€ 162,000**	

- ➢ Second year end revenue total:

    New clients (**€ 168,000**) + Existing clients (**€ 56,000 x 2**) = **€ 280,000**

- ➢ Second year end gross profit (GP) total:

    Year 2 new clients GP (**€ 162,000**) + Year 1 existing clients GP (**€ 112,000**)

    = **€ 274,000**

	\<8\> Sales Forecast						
	FC Media Experience- Prepared July 2018						
Year 3	**Quarter**	**Clients**	**Cost per Client**	**Service price**	**Revenue**	**Gross Profit**	**Gross Profit %**
	1	12	€ 2,000	€ 14,000	€ 168,000	€ 144,000	86%
	2	12	0	€ 14,000	€ 168,000	€ 168,000	100%
	3	18(6)	€ 2,000	€ 14,000	€ 252,000	€ 240,000	95%
	4	18	0	€ 14,000	€ 252,000	€ 252,000	100%
	TOTAL	**18**	**€ 36,000**		**€ 840,000**	**€ 804,000**	

- ➢ Third year end revenue total:

    New clients (**€ 840,000**) + Existing clients (**€ 56,000 x 6**) = **€ 1,167,000**

- ➢ Third year end gross profit (GP) total:

    Year 3 new clients GP (**€ 804,000**) + Year 2 existing clients GP (**€ 336,000**)

    = **€ 1,140,000**

	Sales Forecast						
	FC Media Experience- Prepared July 2018						
Year 4	**Quarter**	**Clients**	**Cost per Client**	**Service price**	**Revenue**	**Gross Profit**	**Gross Profit %**
	1	25	€ 2,500	€ 14,000	€ 350,000	€ 287,500	82%

2	25	0	€ 14,000	€ 350,000	€ 350,000	100%	
3	36(11)	€ 2,500	€ 14,000	€ 504,000	€ 476,500	95%	
4	36	0	€ 14,000	€ 504,000	€ 504,000	100%	
TOTAL	**36**	**€ 90,000**		**€ 1,708,000**	**€ 1,618,000**		

> Four year end revenue total:
>
> New clients (**€ 1,708,000)** + Existing clients (**€ 56,000 x 24) = € 3,052,000**
>
> Four year end gross profit (GP) total:
>
> Year 4 new clients GP (**€ 1,618,000)** + Year 3 existing clients GP (**€ 1,344,000)**
>
> = **€ 2,962,000**

FC Media Experience Income Statement as of March 31, 2020

Sales		€84,000
Cost of Goods Sold		€2,000
Gross profit		**€82,000**
<u>Operating expenses</u>		(€38,400)
Office rent	€9,000	
Accountancy fees	€6,000	
Travel expenses	€3,000	
Insurance	€2,400	
Office supplies	€1,200	
Advertising costs	€12,000	
Legal fees	€4,800	
Operating profit		**€43,600**
Tax (32%)		(€13,952)
Net Income		**€29,648**

FC Media Experience Balance Sheet as of March 31, 2020

Assets	
Current Assets	
Cash	5000
Supplies on hand	2000
Fixed Assets	
Intangible Assets	4800
Equipment	31800
Total Assets	**43600**
Liabilities	
Current liabilities	
Income tax	13952
Shareholders' Equity	
Retained earnings	29648
Total Liabilities & Shareholders' Equity	**43600**

*Notes:

Cash value derives from personal funds of the owner invested

Supplies on hand involves office supplies that were purchased but however have not been used as of yet.

Intangible assets comprises the software's the business is in possession of

Equipment is made up of technology the business owns regarding media equipment such as laptops, cameras, cell phones, etc.

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Appendices

Appendix 1- Namibia: Travel & tourism contribution to GDP, domestic vs. foreign (2017)
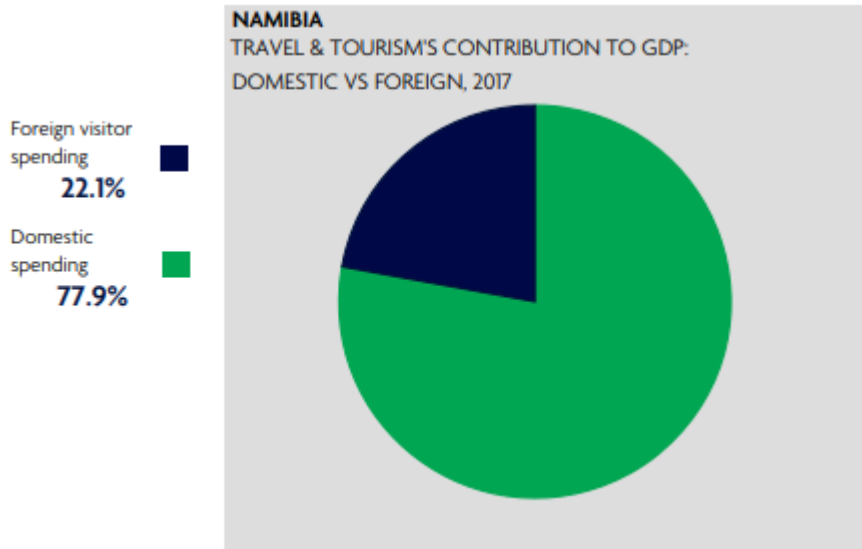
Source: *World Travel & Tourism Council*

Appendix 2- Namibia: Travel & tourism direct contribution to GDP (2017)

	TRAVEL & TOURISM'S DIRECT CONTRIBUTION TO GDP	2017 (US$bn)
	World Average	**21.5**
39	South Africa	10.2
68	Kenya	2.8
84	Tanzania	2.0
88	Angola	1.6
	Sub-Saharan Africa Average	1.0
116	Zambia	0.8
124	Botswana	0.7
125	Madagascar	0.7
132	Zimbabwe	0.5
138	Namibia	0.4
152	Malawi	0.2

Source: *World Travel & Tourism Council*

Appendix 3- Namibia: Travel & tourism direct contribution to employment (2017)

TRAVEL & TOURISM'S DIRECT CONTRIBUTION TO EMPLOYMENT		2017 '000 jobs
	World Average	**937.5**
24	South Africa	726.6
37	Tanzania	445.8
38	Kenya	429.4
49	Madagascar	287.3
54	Malawi	233.0
	Sub-Saharan Africa Average	161.7
87	Zambia	115.4
90	Angola	110.3
135	Zimbabwe	27.4
138	Botswana	25.9
143	Namibia	22.8

Source: *World Travel & Tourism Council*

Appendix 4- Namibia: Travel & tourism investment

TRAVEL & TOURISM INVESTMENT		2017 (US$bn)
28	South Africa	5.3
	World Average	**4.8**
62	Angola	1.3
73	Kenya	0.8
90	Botswana	0.4
	Sub-Saharan Africa Average	0.4
101	Tanzania	0.3
102	Madagascar	0.3
103	Namibia	0.3
130	Zambia	0.2
149	Zimbabwe	0.1
166	Malawi	0.04

Source: *World Travel & Tourism Council*

Appendix 5- Namibia: Travel & tourism total contribution to GDP –relative contribution (2017)

TRAVEL & TOURISM'S TOTAL CONTRIBUTION TO GDP		2017 % share
48	Madagascar	16.6
58	Namibia	13.8
71	Botswana	11.5
	World	10.4
95	Kenya	9.7
103	Tanzania	9.0
107	South Africa	8.9
122	Malawi	7.7
127	Zambia	7.3
	Sub-Saharan Africa	7.1
132	Zimbabwe	7.1
179	Angola	3.8

Source: *World Travel & Tourism Council*

Appendix 6- Namibia: Travel & tourism total contribution to employment – relative contribution (2017)

TRAVEL & TOURISM'S TOTAL CONTRIBUTION TO EMPLOYMENT		2017 % share
55	Namibia	14.0
57	Madagascar	13.9
	World	9.9
89	South Africa	9.5
98	Kenya	9.0
109	Tanzania	8.2
115	Botswana	7.6
125	Malawi	6.7
	Sub-Saharan Africa	5.8
154	Zambia	5.3
167	Zimbabwe	4.4
178	Angola	3.3

Source: *World Travel & Tourism Council*

Appendix 7- Namibia: Travel & tourism contribution to total capital investment- relative contribution (2017)

TRAVEL & TOURISM CONTRIBUTION TO TOTAL CAPITAL INVESTMENT		2017 % share
18	Madagascar	19.0
37	Namibia	12.0
56	Tanzania	8.7
61	Botswana	8.3
62	South Africa	8.2
88	Kenya	5.7
	Sub-Saharan Africa	5.2
101	Zimbabwe	4.7
102	Malawi	4.7
	World	4.5
143	Angola	3.0
177	Zambia	1.7

Source: *World Travel & Tourism Council*

Appendix 8- Namibia: Travel & tourism direct contribution to GDP – real growth (2018)

TRAVEL & TOURISM'S DIRECT CONTRIBUTION TO GDP		2018 % growth
2	Tanzania	9.4
7	Namibia	8.0
26	Zambia	6.5
40	Botswana	5.8
43	Angola	5.7
52	Kenya	5.2
	Sub-Saharan Africa	4.2
	World	4.0
98	Zimbabwe	3.5
131	Malawi	2.8
142	Madagascar	2.4
145	South Africa	2.4

Appendix 9- Namibia: Travel & tourism direct contribution to employment – real growth (2018)

TRAVEL & TOURISM'S DIRECT CONTRIBUTION TO EMPLOYMENT		2018 % growth
2	Tanzania	7.1
7	Namibia	6.5
13	Angola	5.8
23	Zambia	5.0
35	Botswana	4.3
57	Zimbabwe	3.4
	Sub-Saharan Africa	3.3
74	Kenya	2.8
	World	2.4
120	Malawi	1.5
135	South Africa	1.0
159	Madagascar	-0.1

Source: *World Travel & Tourism Council*

Appendix 10- Namibia: Visitor exports- real growth (2018)

VISITOR EXPORTS		2018 % growth
3	Namibia	10.6
6	Tanzania	9.5
27	Zambia	7.4
55	Zimbabwe	5.8
58	Botswana	5.7
66	Kenya	5.2
71	Angola	5.1
	Sub-Saharan Africa	4.2
	World	3.9
116	South Africa	3.4
147	Madagascar	2.0
183	Malawi	-3.41

Source: *World Travel & Tourism Council*

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Appendix 11- Namibia: Estimates & forecasts

NAMIBIA	2017 USDmn[1]	2017 % of total	2018 Growth[2]	USDmn[1]	2028 % of total	Growth[3]
Direct contribution to GDP	369.3	2.9	8.0	756.7	3.7	6.6
Total contribution to GDP	1,778.2	13.8	5.5	3,181.9	15.6	5.4
Direct contribution to employment[4]	23	3.2	6.5	35	3.6	3.6
Total contribution to employment[4]	98	14.0	4.9	137	14.3	2.9
Visitor exports	326.8	6.2	10.6	645.4	6.3	6.0
Domestic spending	1,148.8	8.9	5.9	1,981.4	9.7	5.0
Leisure spending	1,206.5	2.3	7.2	2,181.0	3.1	5.4
Business spending	269.1	0.5	5.8	445.7	0.6	4.6
Capital investment	331.0	12.0	3.4	584.7	13.0	5.5

Source: *World Travel & Tourism Council*

Appendix 12- Namibia: Estimates & forecasts

SUB-SAHARAN AFRICA	2017 USDbn[1]	2017 % of total	2018 Growth[2]	USDbn[1]	2028 % of total	Growth[3]
Direct contribution to GDP	43.7	2.7	4.2	70.3	2.7	4.4
Total contribution to GDP	116.9	7.1	3.8	186.8	7.2	4.4
Direct contribution to employment[4]	6,789	2.3	3.3	9,405	2.3	3.0
Total contribution to employment[4]	17,204	5.8	3.2	23,807	5.8	3.0
Visitor exports	30.2	8.5	4.2	50.3	8.0	4.8
Domestic spending	50.4	3.1	4.0	78.8	3.1	4.2
Leisure spending	50.7	1.7	4.3	82.1	1.7	4.5
Business spending	30.0	1.0	3.7	47.0	1.0	4.2
Capital investment	17.5	5.2	2.5	28.4	5.4	4.7

Source: *World Travel & Tourism Council*