



University of Wales
Trinity Saint David

LEVEL 7 ASSESSMENT SPECIFICATION

Student name:	Keung Nga Yee Teresa	Student ID number:	1922108
Programme:	MBA		
Module:	Marketing Management		
Module code:	HKBM 7012	Contribution to Overall Module Assessment (%):	75%
Lecturer:	Dr Arion WONG	Internal Verifier:	Dr Katherine Mo
Assignment Title:	Assignment 1	Word count (or equivalent):	3500 words
Submission deadline:	29 June 2020	Return date of provisional marks & written feedback:	Within 20 days after submission
Submission method:	All written assessments, where practical and possible, must be submitted via Turnitin unless otherwise instructed by the Lecturer. (Please DO NOT put this assessment specification into Turnitin or it will match many similarities with other students' submissions.) Alternative submission method (if applicable): Late submission of the assessment will result in a late penalty mark. Penalties for late submission: Up to one week late, maximum mark of 50%. Over one week late, 0%. Only the Extenuating Circumstances Panel may approve a change to submission dates.		
Academic honesty / referencing:	Academic honesty is required. In the main body of your submission you must give credit to authors on whose research and ideas your work is based. Append to your submission a reference list that indicates the books, articles, etc. that you have used, cited or quoted in order to complete this assessment.		

SASA'S MARKETING PLAN

KEUNG Nga Yee

Dr Arion Wong
University of Wales

June 2020

Executive Summary

Sa Sa International Holdings Limited (Sa Sa) is one of the most successful retail enterprises in Hong Kong. The company operates nearly 280 retail stores, and they are based in various parts of Asia. However, it is worth noting that this paper focused on the operations of Sa Sa in Hong Kong. Accordingly, the paper presents a world-class strategic marketing plan that gears at facilitating the Hong Kong-based retailer to enhance its competitiveness in the online shopping front.

The outbreak of the Coronavirus pandemic has made many people to shy away from shopping in physical stores because they are keen on minimizing their chances of contracting the disease. Consequently, the popularity of online shopping has risen substantially over the past few months because the residents of Hong Kong still need to replenish the stocks of their favorite products. In this respect, Sa Sa's marketing team will employ a multifaceted strategic marketing plan to help the enterprise adapt effectively to the changes that have taken place in the market.

Accordingly, the strategic marketing plan seeks to help the retailer to leverage the power of digital marketing as well as traditional techniques. Social media marketing, search engine marketing, influencer marketing, content marketing, mobile marketing, and email marketing are some of the approaches that will be employed by Sa Sa to enhance its competitiveness. Similarly, the enterprise will also place advertisements on print media, radio, and television because they are still effective mediums of marketing. In this light, the integrated marketing communication plan seeks to help the organization reach out effectively to its target market. Also, the marketing mix employed by the enterprise will be helping it to attract and retain

customers successfully. In effect, the company might continue operating profitably despite the challenges brought about by the Coronavirus pandemic.

Table of Contents

Executive Summary	3
Introduction.....	6
Situational Analysis	7
Marketing Mix Strategy.....	10
Recommendations.....	13
Conclusion	16
References.....	18
Appendices.....	20

Introduction

Marketing refers to the process of promoting and selling products (Wilson et al., 2016). In this light, the strategic marketing plan that is implemented by a commercial entity has a profound impact on its performance and going concern. As a result, it is vital for directors to ensure they develop world-class strategic marketing plans in order for the companies they steward to perform comparatively well (Bendixen & Abratt, 2018). Currently, the general level of competition in the online retailing sector has been steadily rising because there is a substantive increase in the number of companies that ventured into it. In effect, online retail companies need to differentiate their product offering consider that they are offering homogeneous products (Mihai, 2015). The implementation of that approach is likely to help customers to understand the unique selling point of the major online retailers. Notably, this paper will focus on Sa Sa, a retail company that is based in Hong Kong. The enterprise was established in 1978 by Kwok Siu-Ming. In 1997, it was listed on the Hong Kong Stock Exchange (Sa Sa, 2020). The additional capital that was acquired by the company upon going public has helped it to establish approximately 280 physical retail stores. Taiwan, Singapore, Mainland China, Macau, Malaysia, and Hong Kong are some of the countries where Sa Sa retail stores are situated. The company mainly sells cosmetics, skincare, baby care, and personal care products in those stores. Accordingly, it generates revenues of approximately HK\$ 8 billion on an annual basis. The stellar performance of the enterprise is mainly attributable to the agility of the enterprise. In effect, the following three-year marketing plan aims at assisting Sa Sa International Holdings Limited to enhance its competitiveness. Online shopping has been gaining popularity throughout the years, and the Coronavirus pandemic has catalyzed the process (Accenture, 2020).

Respectively, the strategic marketing plan will enable Sa Sa International Holdings to adapt to the changes in order for it to continue operating competitively and profitably.

Situational Analysis

Internal Environment

Admittedly, Sa Sa International Holding Limited's directors have been highly proficient in devising strategies that have ensured the enterprise operated sustainably over the past forty-two years. In this light, it is highly likely that the present team of directors can develop top-notch strategies that will help the company overcome the disruptions caused by the Coronavirus pandemic effectively (Gerdeman, 2020). Arguably, the directors need to focus on improving the enterprise's effectiveness at upselling and generating sales through product recommendations (Arora & Sanni, 2019). Notably, upselling is likely to boost Sa Sa International Holding Limited's sales revenues because it is a technique that is applied to individuals who are already interested in procuring some of the products offered by the enterprise. Similarly, investing in product recommendations is also likely to enable Sa Sa to enhance its revenues because many people tend to buy products that are recommended. The company will roll out a product recommendation strategy that seeks to reward a five percent discount when shopping from the company if the recipient buys the product. Sa Sa will also encourage the recipients of the product recommendations to make their first purchase by issuing a 7% discount.

Additionally, Sa Sa has a workforce that comprises of more than five thousand employees. Notably, those employees have played a pivotal in facilitating Sa Sa to be highly successful despite the high degree of competition that characterizes the retail sector. The employees are highly skilled in merchandising, mobile application development, and managing electronic commerce platforms (Sa Sa, 2020). As a result, the company can leverage its expertise

in order to enhance its competitiveness and profitability over the next three years. Presently, Hong Kong has one of the highest levels of internet and smartphone penetrations in the world. Thus, it is in the best interest of Sa Sa to capitalize on the expertise of its employees in order to improve the user experience on its mobile application for the customers based in Hong Kong. The employees need to be tasked with the responsibility of developing customer profiles of the contemporary residents of Hong Kong, and the enterprise should segment its target market accordingly (Ferrell & Pride, 2016). Similarly, the management team needs to instruct the team in charge of running the electronic commerce platform to improve its understanding of the preferences and tastes of the individuals to form the target market of the enterprise. Arguably, that objective can be realized by enhancing the team's proficiency in data mining. In this light, the marketing team needs to organize workshops that seek to enlighten the employees who manage the electronic commerce platforms about the nature of data they should acquire from customers and analyze (Gomez, 2016). The move is likely to boost the overall effectiveness of Sa Sa at catering to the needs of the target market.

External Environment

Sa Sa has managed to develop one of the most successful brands in the country. As a result, the marketing team can leverage the enterprise's brand equities to enhance its competitiveness (Fowler & Burrow, 2016). At the moment, Sa Sa is one of the most well-recognized brands in Hong Kong. However, there is a substantive increase in the number of retail stores that are venturing into the Hong Kong market. In effect, Sa Sa's marketing needs to focus on ensuring that the brand remains first in mind for a substantive fraction of the residents of Hong Kong. The most suitable way of pursuing the objective is by organizing promotional campaigns that seek to reward loyal customers (Bendixen & Abratt, 2018). Arguably, the

campaigns should be run at least twice per annum over the next three years. By so doing, Sa Sa will manage to withstand the competitive pressure generated by the rival companies. Most importantly, Sa Sa will use the pressure to enhance its competitiveness. Thus, the amount of sales revenues generated by the enterprise is likely to increase over the next three years.

Over the years, Sa Sa's physical retail stores have been generating most of the sales revenues. Unfortunately, this approach is not sustainable, given that Hong Kong is one of the hottest property markets in the world. For that reason, property prices appreciate at a comparatively high rate because the residents of the semi-autonomous state are land pressed. The population growth rate in Hong Kong is higher than the speed of real estate development. As a result, the demand for real estate in the country is relatively high. Accordingly, Sa Sa has high operating costs because it pays high rental prices in order to run its physical retail store. Notably, the prevalence of that scenario has raised the breakeven point of the enterprise (Prabhu, 2019). In effect, the company has to sell more products than most of the online stores in order to breakeven. The steady increase in the number of online retail stores that are venturing into the Hong Kong market means that the operations management team needs to restructure how the organization runs in order to boost its profitability.

Currently, the world is battling the Coronavirus pandemic. Thus, there is a substantive increase in the number of people who are indulging in online shopping because governments around the globe have been encouraging people to practice social distancing, sanitize regularly, and stay indoors as much as possible (Accenture, 2020). In this respect, many people are not keen on visiting physical retail stores because they are afraid of contracting the virus. As a result, Sa Sa's management team should seize this moment by expanding its online shopping platform. Arguably, the implementation of this strategy is likely to result in a scenario whereby the sales

revenues of the enterprise will not reduce despite the economic challenges faced by the residents of Hong Kong. Also, the move will afford the company the opportunity to acquire and retain a new set of customers. In effect, Sa Sa's customer base will expand substantively. In this light, the marketing team should put in place mechanisms that will enhance the consumer experience in order for the enterprise to maintain a relatively high degree of consumer satisfaction.

The steady increase in the general rate of internet and smartphone penetration across the world poses an imminent threat to Sa Sa's market share. Notably, the premise is based on the fact that internet and smartphone penetration enable people to set up online retail stores throughout the world. Indeed, not all online retail stores will have a presence in Hong Kong. However, there is a strong likelihood that many of them will strive to establish a presence in Hong Kong because of its high standards of living. In effect, those companies will be trying to take away a fraction of Sa Sa's market share. Accordingly, the marketing team needs to develop strategies that will help the enterprise differentiate its services so that the target market understands its unique selling points (Fill & Baines, 2012). The execution of the move will be instrumental in enabling the commercial entity to achieve a high rate of customer retention. Consequently, the company will realize a relatively high return on every Hong Kong dollar invested in marketing.

Marketing Mix Strategy

Product

Sa Sa is a retail company that primarily sells cosmetics. Notably, the company is a merchandiser, and for that reason, it does not produce the products it sells. In effect, Sa Sa's product offering is helping customers to access their favorite cosmetics conveniently, consistently, and at competitive rates (Thompson, 2017). In this regard, the marketing team will be conducting product activations every week to help customers try out new products.

Price

Indeed, most of the products that are sold by Sa Sa are price controlled. As a result, the company only marks up the prices by not more than 20%. Respectively, the marketing team will roll out the mobile marketing campaigns in order to boost the sales volumes of the enterprise (Wilson et al., 2016). Accordingly, the mobile marketing team will send messages via Radio, Television, and Short Message Service, encouraging the residents of Hong Kong to download the company's mobile application. The campaign will be conducted throughout the three years because the company wants to increase the number of people who have downloaded its mobile application.

Place

Sa Sa has retail stores that are based in various parts of Asia. However, this marketing plan will only be implemented in Hong Kong because the company wants to enhance its competitiveness in the country. Social media marketing and influencer marketing campaigns will be commonly used to drive traffic to Sa Sa online and physical stores based in Hong Kong (Kurtz & Boone, 2015).

Promotion

Currently, many people do not enjoy interruptive marketing (Sweezey, 2014). In effect, Sa Sa will be conducting content marketing campaigns throughout the year. In this light, the company will sponsor various works such as film, music, beauty, and fashion events in the country. The marketing strategy will facilitate the company to enhance brand awareness is a subtle fashion.

Process

Sa Sa will improve its online shopping platform because the coronavirus Pandemic is likely to boost the number of customers who prefer acquiring products via the store. Similarly, the company will also roll out a Search Engine Marketing Campaign on the popular search engines in Hong Kong in order to help customers to identify the company's online shopping platform easily (Simakova, 2013). Correspondingly, the company will review the performance of its website on Google Analytics on a monthly basis in order to identify the areas that require improvement.

Physical Evidence

The company will change the layout of its physical retail stores in order to make them spacious because the government requires everyone to practice social distancing. In this respect, the company will place advertisements concerning the physical stores on the most popular television stations, newspapers, and radios to ensure that most people are well-informed about the measures taken by the organization to minimize their likelihood of contracting the disease when shopping (Gerdeman, 2020). Indeed, there is a high probability many people will stay from physical stores for a while despite the implementation of the safety measures.

People

The quality of service rendered by the company is highly influenced by its understanding of the needs of residents of Hong Kong. Thus, the company will invest in digital marketing, especially search engine marketing and social media marketing, because they will assist it in monitoring the preferences and tastes of its target market (Shainesh & Heggde, 2018). Consequently, the company will curate its product offering based on the data analysis.

Segmentation

Sa Sa International Holdings Limited employs the behavioral segmentation strategy (Ferrell & Pride, 2016). In particular, the primary behavior that the organization focuses on is the shopping habits of the target market. Accordingly, the organization has categorized the customers into two broad categories. The first set of customers comprises of people who prefer buying cosmetics from physical stores, whereas the second group procures products online.

Targeting

Sa Sa International Holdings Limited's core target market is the people who prefer procuring cosmetics from physical retail stores (Sa Sa, 2020). As a result, the company operates several retail stores across Hong Kong. However, the company has been investing gradually in online shopping because the number of people interested in online shopping has risen substantially.

Positioning

Sa Sa International Holdings Limited's marketing team has been working towards helping the organization to position itself in a way that it fulfills the needs of those customers effectively. Accordingly, the company has established a world-class online shopping platform to cater to the growing demand for this form of shopping (Sa Sa, 2020). Similarly, the organization has continued operating its physical outlets because the two types of stores are complimentary.

Recommendations

Sa Sa needs to be customer-centric in order for it to offer superior customer experience (Gbadamosi, 2013). In this light, the companies will focus on three main aspects in order to deliver unparalleled customer experience. Relevance, reliability, and responsiveness are the three aspects (Soundaian, 2012). Sa Sa will aim to be relevant to customers at all times. As a result, the marketing team will help Sa Sa to enhance its effectiveness at meeting the needs of customers. In

this respect, the social media marketing team will be tasked with reviewing all the feedback issued by customers about the various products sold by the organization every day. After that, the social media marketing team will be expected to prepare reports based on their analysis, highlighting their key findings. The reports will be delivered to the data management team, which is expected to review the results with the aim of understanding how the target market perceives Sa Sa 's product offering. Consequently, the data management team will prepare a report that explains their interpretation of the results, and it shall be forwarded to the customer service department. Notably, the department will examine the report and reconfigure the services offered by Sa Sa in a fashion that is in line with the preferences and tastes of the consumers. Indeed, it is vital for companies to adjust their services based on the changes that have taken place in the market. However, Sa Sa will only be adjusting its services on a biannual basis when necessary. By so doing, there is a high probability that Sa Sa will boost the general level of customer satisfaction (Schramm-Klein et al., 2012). Thus, the company's profitability will continue increasing despite the changes that take place in the market.

Secondly, Sa Sa should strive to be highly reliable in order to boost the demand for its services in Hong Kong (Hopper, 2020). Currently, most of the people are learning about online shopping. As a result, it is the most suitable opportunity for Sa Sa to retain the customers who visit its online shop. Certainly, the marketing team appreciates that customers need to be attracted and guided. In effect, the department will hire several public figures based in Hong Kong. They will be tasked with creating awareness about Sa Sa 's online shopping platform. Correspondingly, the marketing team will work in partnership with the human resource department in order to increase the number of employees who are highly trained in customer service. The strategy gears at ensuring that the employees are highly proficient in offering top-

notch services to customers consistently (Fowler & Burrow, 2016). By so doing, the customers who visit the online shopping platform for time are likely to be impressed by the company's high-quality customer service. Similarly, the regular customers will be impressed by the fact that Sa Sa appreciates them despite making repeat purchases. Consequently, the organization will improve its rate of customer acquisition and retention. In this respect, Sa Sa will ensure that goods are delivered in time to avoid inconveniencing the customers because the Corona Virus Pandemic already stresses some.

Thirdly, Sa Sa needs to increase the percentage of employees who are highly proficient in data management because it influences the organization's responsiveness to the needs of customers. The recommendation is based on the fact that the quality of data used by the marketing team will highly affect the effectiveness of the techniques they employ when delivering services to customers (Mihai, 2015). Besides, the standard of workforce maintained by a commercial entity has a direct influence on its overall competitiveness because employees usually conduct the mundane tasks that contribute to the realization of the core and strategic objectives. Indeed, the contemporary business environment is known to be characterized by comparatively high levels of competition. The competitiveness experienced in the retail sector stems from the fact that it is highly dynamic. As a result, it is vital for commercial entities to put in place a mechanism that will assist them to respond effectively to the changes that take place in the market. In this light, Sa Sa's marketing team needs to sensitize the directors about the essence of data mining. Notably, the premise is based on the fact that the standard of data utilized during the formulation of strategic marketing plans will affect their effectiveness. Currently, a substantive fraction of the residents of Hong Kong conducts commercial transactions using information communication technologies. In effect, it is comparatively easy for retail companies

to monitor the emergence and evolution of trends in their sectors because they can data mine. The core intent of data mining should be to enhance the customer experience (Sweezey, 2014). Accordingly, Sa Sa needs to devise and implement systems that will guarantee data privacy in order for customers to provide their data to the retailer voluntarily. Also, the company needs to explain to customers how the company will utilize the data they provide in order for them to make a well-informed decision with regards to whether or not they are interested in sharing information about themselves. Consequently, the retailer needs to improve the customer experience by addressing some of the complaints presented by the customers as well as implementing the relevant suggestions. Similarly, the outcome of data mining should be used to design product recommendations for customers (Hopper, 2020). By so doing, Sa Sa will be in a position to effectively upsell products to customers whenever they visit their electronic commerce platform.

Conclusion

In conclusion, the three-year marketing plan is likely to facilitate Sa Sa to enhance its competitiveness. Currently, there has been a substantive increase in the number of online retailers that have a presence in Hong Kong. As a result, buyer power has been rising steadily throughout the years. In effect, the marketing plan aims at helping Sa Sa to differentiate its product offering. In particular, the marketing plan will assist the enterprise in improving brand awareness. Accordingly, there is a high likelihood of Sa Sa's customer base growing steadily. The marketing is cognizant of the fact that customer acquisition is as important as retention. In effect, the marketing team developed a campaign that aims at reassures customers about the standard of services and goods offered by the organization. Similarly, the marketing team will also be running a campaign that seeks to ensure that the brand Sa Sa remains first in mind. The

implementation of this strategy will help the marketing team boost the revenues generated by the enterprise. Correspondingly, the marketing team appreciates the power of digital marketing. For that reason, the marketing plan demonstrates how the company will leverage the power of the technology to increase traffic flow to the retailer's website. Notably, the digital marketing strategy will be multifaceted. Social media marketing will primarily be used for enhancing brand and product awareness. Search Engine Marketing will also be used for increasing the volume of traffic flowing to the website. Most importantly, the company will invest in digital marketing because it is highly cost-effective. Besides, the advertisements placed on digital media platforms can be targeted to a specific audience no matter how narrow it might be.

References

- Arora, A. S. & Sanni, S. A., 2019. Ten Years of 'Social Media Marketing' Research in the Journal of Promotion Management: Research Synthesis, Emerging Themes, and New Directions. *Journal of Promotion Management*, 25(4), pp. 476-499.
- Bendixen, M. & Abratt, R., 2018. *Strategic Marketing: Concepts and Cases*. New York: Taylor & Francis.
- Ferrell, O. C. & Pride, W. M., 2016. *Marketing*. New York: Cengage Brain.
- Fill, C. & Baines, P., 2012. *Marketing*. Oxford: Oxford University Press.
- Fowler, A. R. & Burrow, J. L., 2016. *Marketing*. New York: Cengage Brain.
- Gbadamosi, A., 2013. *Principles of Marketing: A Value-Based Approach*. New York: MacMillan International Higher.
- Gomez, A., 2016. *Services Marketing*. [Online]
Available at: <https://marketingsozial.wordpress.com/2016/01/18/services-marketing/>
[Accessed 20 May, 2020].
- Hopper, D., 2020. *The Marketing Mix – Is It Still Relevant Today?*. [Online]
Available at: <https://www.business2community.com/marketing/the-marketing-mix-is-it-still-relevant-today-02298017>
[Accessed 7 June, 2020].
- Kurtz, D. L. & Boone, L. E., 2015. *Contemporary Marketing*. New York: Cengage Brain.
- Mihai, T., 2015. The Influence of Marketing Communication on the Consumer's Buyer Behavior-A Relationship Marketing Approach. *Studies in Business and Economics*, 10(1), pp. 140-145.

Prabhu, T. L., 2019. *Retail Management: An Effective Management Strategy for Retail Store Managers*. New Delhi: Prabhu TL.

Sa Sa, 2020. *Sa Sa*. [Online]

Available at: <https://web1.SaSa.com/SaSaWeb/eng/SaSa/home.jsp>

[Accessed 6 June, 2020].

Schramm-Klein, H., Morschett, D. & Zentes, J., 2012. *Strategic Retail Management: Text and International Cases*. 2nd ed. Berlin: Springer.

Shainesh, G. & Heggde, G., 2018. *Social Media Marketing: Emerging Concepts and Applications*. New York: Palgrave MacMillan.

Simakova, E., 2013. *Marketing Technologies: Corporate Cultures and Technological Change*. New York: Routledge.

Soundaian, S., 2012. *Strategic Marketing Management*. New Delhi: MJP Publishers.

Sweezey, M., 2014. *Marketing Automation For Dummies*. New York: Wiley.

Thompson, J., 2017. *Principles of Marketing*. New York: Larsen and Keller Education.

Wilson, A., Zeithaml, V., Bitner, M. J. & Gremler, D. D., 2016. *Services Marketing: Integrating Customer Focus Across the Firm*. London: Mc Graw Hill Education.

Appendices



Image 1: Marketing Mix (Hopper, 2020)