



A strategy to become successful for Daytours - Drive South Africa

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Summary

Drive South Africa is a South Africa tourist intermediary starting to extend their services. After five successful years in the car rental industry, the company decided to start complementary services; their first project is a website for day tours, followed by an accommodation, and safari website. Because the company has no suitable strategy yet, this research's purpose is to investigate what strategy Drive South Africa should choose in order to become profitable. Not only for the next few years, but also in order to create a foundation on which they can build.

As Drive South Africa is an online organization, the 4P model is not suitable for the company to use as a framework to base this research on. The Web Marketing Mix Model of Constantinides therefore structures this research by the components scope, site, synergy and system. Each element contributes to the complete investigation, where the scope contains the bigger part; strategy, marketing strategy, internal analysis and market analysis are included. The element site is about the customer's experience, the physical presentation of the website and the ease to make use of. Synergy includes the integration of the front and back office, as well as with third parties. The final element of the model is about the system behind the online presence; the web server, maintenance, security, backup, etc.

The literature used in this research are the five forces model of Porter to do market research, the 7S model of McKinsey for the internal analysis, where as the confrontation matrix exposes the critical factors in choosing a strategy. Most company information was required by interviewing employees of Drive South Africa, each with own prospects, ideas and background. The online survey was send to current clients of the car rental company to measure the quality of customer service level at the car rental department.

As stated before the first element to investigate is the scope of Drive South Africa. The current strategy of the organization was not easily found, no available documents but by interviewing the managers the strategy and the goals became quite clear. Their goal is to become the best (known) tourist operator of southern Africa. The strategy to get to these goals was not exactly defined. The marketing strategy was even less visible, as marketing doesn't seem to be a priority to the company. Although the person responsible for marketing does make some efforts, it cannot be seen as marketing.

The internal analysis made clear the company has strengths and weaknesses. Where current employees seem to be a strength, new employees become a weakness as there are no trainings and knowledge is hardly shared. Important for South African companies is to have good relationships and a good network; this is one of the strengths of Drive South Africa. Most of their business partners are within their network and became partners due to friendships and trust. And although the relaxed attitude might not work for European style companies, it does seem to work for Drive South Africa as the employees are satisfied.

The market analysis made clear the bigger threats are in suppliers and existing rivals; the market is stressed with a lot of competitors. Suppliers are rivals too, and exert pressure on choosing the right strategy. Substitutes can also become a problem if Drive South Africa does not distinguishes itself from other comparable services.

The web experience also revealed some issues for the company to keep in mind, although this element could have been of bigger importance if the part of the customer satisfaction survey would not have failed to deliver. What did became clear is that the company currently used different styles, logos and URLs to display their services. Also the interactivity with not working clips or pictures does not count up to a great feeling of trust. Trust is an important subject for a customer's decision on actually purchasing a service offered.

Also problems with third party integration are discovered by investigating the synergy of all different parties involved. Different reasons are brought up, but all of them do slow down the business processes of Drive South Africa.

System requirements are not thoroughly investigated since this element is working correctly with five years of experience in the car rental service.

These results lead to four different strategies of which Drive South Africa will be choosing one to focus on in the future; each strategy with own determinations, goals and specifications.

The first strategy does leave everything as it works right now; no major changes and reliance on current business processes. The second strategy focuses on developing all services separately, with separate (marketing) strategies. Daytours will be focusing on active and young people, mostly foreigners. The website should be dynamic, attractive and interesting with new features which includes web 2.0. The marketing strategy should focus on internet marketing as the target group

will be foreigners. But an important goal will also be to invest in (overseas) business relationships to reduce insecurities and gain more trust.

The third strategy is about developing all services together, to create a strong and complete brand to market. This does imply a structural change to increase efficiency. A group of first-line employees for customer services on all different services and management team above to secure all elements necessary. Important is to include knowledge sharing within strategy as this will be of major importance as training (new) employees is required to do their (new) job. The marketing department will be developing an outstanding brand; aiming at internet and direct marketing, foreigners and South Africans, but also business relationships.

The final strategy offered to Drive South Africa is to focus on integrating with other companies; to develop a system or database to share information. This is a major project in South Africa, but will ease the process of booking enormously. Business relationships are also of big importance within this strategy.

The critical factors of Drive South Africa are their skills, staff and network to overcome the biggest hurdles, which are sharing knowledge, newly hired employees, supplier power and existing rivals. These characterise the business, but should also become an important part of the strategy. But Drive South Africa also has to think about future plans, evaluate staff and financial aids. Therefore the best strategy to choose for this organization is number three; to develop all services together and focus on marketing as a total brand. The knowledge sharing system will be the foundation for the company to become successful as they now will be able to fulfil customer demands better; they will be able to concentrate on what clients want. New employees will no longer become a problem, but can be trained and contribute to Drive South Africa's services.

Recommended is to write plans down so things can be looked up, and projects will not easily getting off track in reaching the final goals. Another matter is to further investigate customer's wishes, and to invest in partnerships. Drive South Africa should use their strengths to overcome their weaknesses.

Preface

During my bachelor Business Administration many subjects were attended; examples are economics, mathematics, human resource management and law. But the most attractive subject to me is marketing. Therefore when the time came to choose a bachelor assignment direction, the choice to search for a marketing assignment was made within a second. The Minor International Management contributed in this matter for the international experience.

I want to thank everyone at Drive South Africa and my supervisors for this opportunity and their guidance in the journey of my research. They really helped me in the process of this project. I hope the results will contribute to establish Daytours and new divisions of Drive South Africa as successful.

Amersfoort, 19 June 2009

Annemiek Harremeijer

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1. Introduction

1.1 Background

South Africa is attractive for diverse groups of tourists; the country offers many kinds of activities, a magnificent wildlife, a culture influenced by many others and the people are very friendly. And despite all news about violence and crime, 1.259.379 tourists from overseas visited South Africa from January till July 2008 according to South Africa Tourism.

Drive South Africa is one of the companies working for and with tourist to make sure they enjoy their stay in the country. After first being just a car rental company they are extending their business now offering day tours, accommodations and safaris too.

As e-intermediary Drive South Africa uses the internet as communication tool to reach (potential) clients. Web 2.0 is a way of contacting new customers or maintaining relationships with current customers. Their current marketing strategy is not based on these developments in the market; therefore research is required to develop a strategy for establishing their business as a successful online tourism organization.

1.2 South Africa



Figure 1: Map South Africa

South Africa is the most southern country of the continent Africa and is surrounded by the Atlantic and Indian Ocean, Namibia, Botswana, Zimbabwe, Mozambique and Swaziland. Total surface of the country is 1.225.765 km²; 30 times bigger than the Netherlands. The coastline is 2.000 km and next to the country are several islands like Robbeneiland, Santa Cruz and the Prince-Edward Islands.

South Africa is a middle-income, emerging market with an abundant supply of natural resources; well-developed financial, legal, communications, energy, and transport sectors; a stock exchange that is 17th largest in the world, and with a modern infrastructure supporting an efficient distribution of goods to major urban centres throughout the region [CIA fact book].

The country has a history which involves many different countries and their cultures; they brought several traditions to the country, some of them are still alive, and others are relatively new. African people are known for their dance-moves, they definitely move better than the common European. Many youngsters dance in the streets, at markets and in malls, they're entertaining themselves but earn money with their acts too. The dances are leaded by live music from bongos and song. And as I experienced, South Africa is most of all a laid-back country: no hurries no worries. Being on time is wonderful, but do not expect someone else to be exactly on time.

1.3 Drive South Africa

Drive South Africa is a tourism intermediary in Cape Town, South Africa. Established in 2003 by Steve Conradie and Andre van Kets, who still own the company, as a car rental company intermediating between customers and car fleet owners. Suppliers are international known car rental companies like 'Budget rent a car' and 'Europcar'.

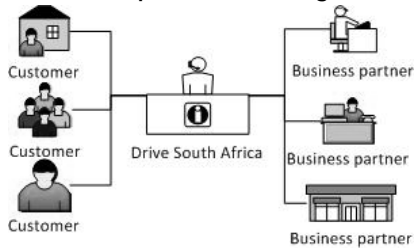


Figure 2: Intermediary service car rental

Drive South Africa's service consists of every stage in renting a car; a full-service company for every foreigner visiting the country. But their service also attracts local citizens hiring cars for business meetings and other occasions. Their intermediary service is displayed in figure 2.

After five years of experience in car rental, the company decided to extend their services. Local tourism expert Carla dos Santos was hired for developing new projects to support the current business. Together with Carla dos Santos the directors decided to first develop a service for day tours, after which accommodations, safaris and others should follow.

These changes in organisation urges for a new structure for the company, wishing to extend services and knowledge of South African tourist industry. But also demands new strategies in marketing, employee training and customer relationships.

The new tourism distribution model of Lubbe [2005] displays how the modern tourist industry is operating. Every actor in this process depends on others for supplies, customers and consequently making profit. Drive South Africa is an intermediary; they have no actual product to sell and are consequently depending on suppliers and distributors. Not only for being able to deliver the actual service to customers, but also to attract customers.

Currently Drive South Africa qualifies as a travel agent, with specialised agents/operators, call centre and traditional website. Their goal is to become a tour wholesaler. But at first they need to create a strategy for day tours to become profitable.

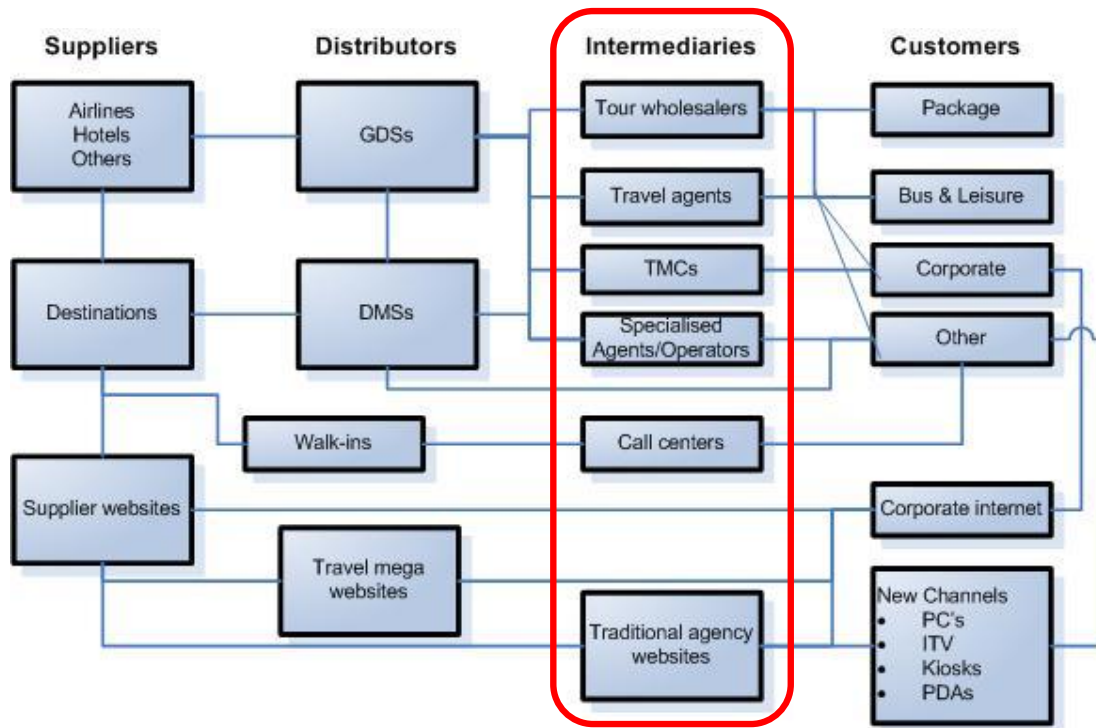


Figure 3: New tourism distribution model [Lubbe, 2005]

1.4 Research problem

The problem of Drive South Africa is that the company does not know what strategy to apply in promoting their company. They have many ideas of how to build and extend the business' service and have knowledge of all kinds of aspects of this market, but they don't have the knowledge or the experience to market this. One of the questions is if new Web 2.0 applications can positively influence the amount of customers, or which URL to buy for a new service. In the past year the Drive South Africa started the website of Daytours, the statistics show that not many visitors have found the webpage directly by searching engines but mostly by their car hire website. Consequently the research problem can be described as a request for a strategy, by handing over options to choose from and from which to decide what strategy suits the company best.

1.5 Research objectives

The objective of this research is to assist Drive South Africa in creating a strategy for establishing their business, and especially setting up a strategy for establishing Daytours as part of their organization.

In order to reach this objective this research question is formulated:

What is the right strategy for Daytours to establish itself as a profitable online tourism organization?

These sub questions provide answers for concluding on the research question:

- What is the current strategy of Drive South Africa? And what is their marketing strategy?
- What are their strengths, weaknesses, opportunities and threats?
- What are the strategic alternatives of Drive South Africa to establish as a profitable online tourism organization?

1.6 Report structure

This report is guided by the marketing mix (4S) model of Constantinides [2002]. After the inadequacy of the 4P-model – used by many in examining markets – was discovered, Constantinides came up with this new theory applied on developments in business. The guiding principles are scope, site, synergy, and system.

Below the total research framework is displayed, with the influence of the 4S model and further investigations by the five forces model of Porter and the McKinsey 7S model. Every new stage refers to a new chapter of this research.

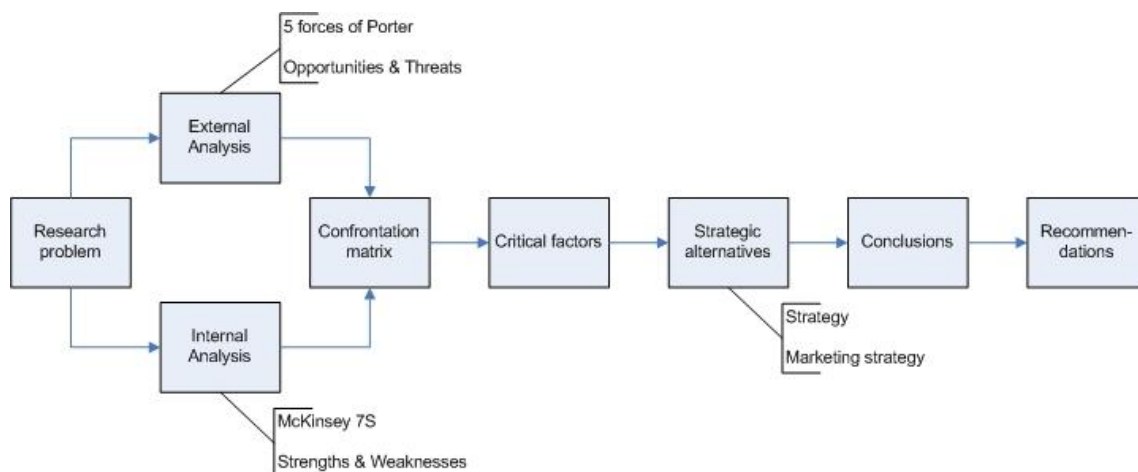


Figure 4: Report structure

2. Theoretical framework

This chapter provides theoretical concepts on the main subjects of this report. Each sub chapter start with an explanation of a main concept of the web marketing mix model by Constantinides [2002]. This model guides the theories and practical observations of this research, and was created in connection with limitations of the 4Ps model.

Several scientists wrote articles about the 4Ps Marketing Mix framework, a popular tool of traditional marketing management. The framework is seen as the foundation of physical marketing management. Constantinides [2002] argues in his paper about the 4S Web-Marketing Mix model that applies the traditional model is a poor choice in virtual marketing, and he identifies two main limitations of the framework in online environments. The 4Ps are about product, price, promotion and place which in order to Constantinides should be changed into the 4S'; scope, site, synergy and system. These 4S' are the framework of this research.

2.1 Scope: Strategy and Objectives

The content of this element is of primarily strategic character and outlines the decisions to be made on the strategic and operational objectives of the online venture, the market definition including measuring the market potential and the identification of the potential customers, visitors and customers of the site, the degree of readiness of the organisation for e-commerce, and the strategic role of e-commerce for the organisation [Constantinides; 2002].

2.1.1 Strategy

The definition of strategy is a subject scientists can discuss about for hours, many have different opinions about what should be or should not be included. As Markides states in 2004: *"From notions of strategy as positioning to strategy as visioning, several possible definitions are fighting for legitimacy. Lack of an acceptable definition has opened up the field to an invasion of sexy slogans and terms, all of which add to the confusion and state of unease."*

According to Michael Porter [1996] strategy is about being different; deliberately choosing a different set of activities to deliver a unique mix of value. *"The success of a strategy depends on doing many things well – not just a few – and integrating among them. If there is no fit among activities, there is no distinctive strategy and little sustainability."* Daft [2000] states that strategy the plan of action is that prescribes resource allocation and other activities for dealing with the environment and helping the organization attain its goals. Boxall and Purcell [2008] describe strategy as having both outward and inward elements: it includes both the firm's goals and the important means it uses to pursue them. Johnson, Scholes and Whittington [2008] claim strategy is the definition and scope of an organisation over the long term, which achieves advantage in a changing environment through its configuration of resources and competences with the aim of fulfilling stakeholder expectation.

All definitions are comparable, but still different and including new elements. The definition described by Porter seems most applicable and including all important elements, therefore this definition is used in the research. In addition this statement of Porter [1996] is important for further research: *"Commonly, the threats to strategy are seen to emanate from outside a company because of changes in technology or the behaviour of competitors. Although external changes can be the problem, the greater threat to strategy often comes from within. A sound strategy is undermined by a misguided view of competition, by organizational failures, and, especially, by the desire to grow."*

The overall strategy of a company, thus, consists of certain elements which describe the competitive factors of the organization and the environment. Within this scope other organizational activities are enlightened; activities contributing to the product or service the company sells or value chain. Consequently the overall strategy can be explained as the mother of other strategies; HRM strategy, marketing strategy, production strategy, etc. Within this research marketing strategy is important, because the final product should be an advice for Drive South Africa to market their product and service successfully.

Important to this research is the final strategic product or strategic options for the company to choose from. Three researchers provide us with strategic options to gain competitive advantage. I will not elaborate on these theories, but these will be of help in establishing a strategy for Drive South Africa and will consequently be used in concluding.

The competitive advantage model of Porter [1998] provides three options for a company to decide on which strategy to practise: cost leadership, differentiation and focus. In which focus can be split into cost focus and differentiation focus. Cost leadership is particularly reached by economies of scale, low production costs and equivalence in bases of differentiation. Differentiation is about being unique in for example product, distribution, sales, marketing, service, and image. A focus strategy is about aiming at being the best in a segment; this can be either in costs or differentiation. A company should be aware of not getting stuck in the middle, and thus choose a competitive strategy.

Ansoff [1957] uses the elements products – new/current – and market – new/current – to decide on which strategy to apply: market penetration, product development, market development or diversification. Market penetration occurs when a company enters a market with current products; the best way of doing this is by gaining competitors' customers. Product development occurs when companies embark on strategy of developing other products catering to the same market. Market development is about targeting or tweaking a product in the marketplace to a different customer segment. Diversification falls apart into horizontal diversification, vertical diversification, concentric diversification, and conglomerate diversification. These options all have own specifications which describe under what circumstances it occurs.

Finally Treacy and Wiersema [2000] describe three different strategies: operational excellence, product leadership and customer intimacy. Operational excellence occurs with superior operations and execution, mostly high or highest quality for a very low price with a focus on efficiency (supply chain management). Product leadership excels in innovation and brand marketing, operating in dynamic markets and with a focus on development, innovation, design, time to market and high margins in a short period of time. Customer intimacy on the other hand is about customer service and attention; the focus is on customer relationship management, delivering above customer expectation, and trust.

2.1.2 Marketing strategy

As stated in the previous paragraph a marketing strategy is part of the overall company strategy. But before introducing marketing strategy it should be clear what marketing is. The following definition is approved by the American Marketing Association Board of Directors [2007]: *Marketing is the activity, set of institutions, and processes for creating, communicating, delivering, and exchanging offerings that have value for customers, clients, partners, and society at large.*

Webster [1997] points out that, of all the management functions, marketing has the most difficulty in defining its position in the organisation, because it is simultaneously culture, strategy and tactics. Webster's argument is that marketing involves the following:

Organisational culture: marketing may be expressed as the 'marketing concept', i.e. a set of values and beliefs that drives the organisation through a fundamental commitment to serving customers' needs as the path to sustained profitability.

Strategy: As strategy, marketing seeks to develop effective responses to changing market environments by defining market segments, and developing and positioning product offerings for those target markets.

Tactics: Marketing as tactics is concerned with the day-to-day activities of product management, pricing, distribution and marketing communications such as advertising, personal selling, publicity and sales promotion.

One of the models for strategic marketing is the 4Ps model or marketing mix by McCarthy [1964]. The model contains of four main elements: product, price, promotion and placement. The four Ps model is most useful when marketing low value consumer products. Industrial products, services, high value consumer products require adjustments to this model.

Constantinides [2002] states that due to the weakness of the traditional Marketing Mix framework known as the 4Ps by McCarthy [1964] there is no adequate platform for e-commerce marketing management. Therefore Constantinides designed the Web-Marketing Mix model [2002] which identifies the online marketing critical elements and addresses the main e-commerce strategic, operational and organisational issues in an integrated and manageable manner. The tool is designed primarily for conventional, physical corporations planning to establish an internet presence. The model can also be useful to pure-plays or existing online organisations in re-evaluating their e-commerce presence, provided that such organisations already have or are considering having a physical presence next to the virtual one.

The web-marketing mix identifies four online marketing strategic, operational, organisational and technical critical factors; the scope (strategic issues), the site (operational issues), the synergy (integration into the physical processes) and the system (technical issues).

More and more tourism marketing organizations such as convention and visitors bureaus have realized that Internet marketing is becoming an inseparable, oftentimes a determining, part of their overall marketing endeavour [Buhalis; 1998][Yuan and Fesenmaier; 2000]. As information is the lifeblood of the travel industry, effective use of IT is pivotal for marketing and promotion-related activities (Poon; 1993)[Sheldon; 1997]. The key to successful destination marketing efforts depends primarily on the representation and provision of timely and accurate information relevant to consumers' needs. Several challenges arise however, when convention and visitors bureaus are trying to adjust their marketing strategies in this new digital environment [Gretzel, Yuan, and Fesenmaier; 2000][Werthner and Klein; 1999]. For convention and visitors bureaus to successfully implement Web-based marketing strategies, new marketing concepts and paradigms have to be developed that take advantage of the capabilities of the Internet as a new communication media [Brownlie et al.; 1994][Cronin; 1995].

Christensen [2000] argues that the major factors for e-commerce failures are the lack of awareness by many of the Internet players as to the basis of their industry competition and the failure of several businesses to exploit new technologies in a sustainable manner. Lack of strategy and clear objectives, old-fashion product orientation, limited understanding of customer needs and poor commercial competencies are also frequently mentioned as issues having contributed to the continuing dot.com demise.

The term 'Internet Marketing' tends to refer to an external perspective of how the Internet can be used in conjunction with traditional media to acquire and deliver new services to customers. An alternative term is 'e-marketing' [McDonald and Wilson; 1999] which can be considered to have a broader scope since it refers to any use of technology to achieve marketing objectives and has an external and an internal perspective.

An e-marketing plan is needed in addition to a broader e-business strategy to clarify how the sell-side specific objectives of the e-business strategy will be achieved through marketing activities such as marketing research and marketing communication. Since the e-marketing plan is based on the objectives of the e-business or business strategy there is an overlap between the elements of each approach, particularly for environmental activities, objective setting and strategic analysis [Chaffey; 2007].

2.1.3 Internal Analysis

The internal analysis should be focused on the firm's resources, processes and values in order to identify the degree of company readiness to assimilate e-commerce and assess the possible effects of it on the organisational value chain [Porter, 1985]. The management will obtain a clear insight into the real costs of the operation, not only in financial terms, but also in terms of disruption of the established physical processes and infrastructure [Constantinides; 2002].

The McKinsey 7S Model measures the quality of the performance of the organization. It describes seven aspects of the organization (figure 5); each aspect pictures a specific part. For a steady organization with continuity it is important that the seven aspects of the model are balanced.

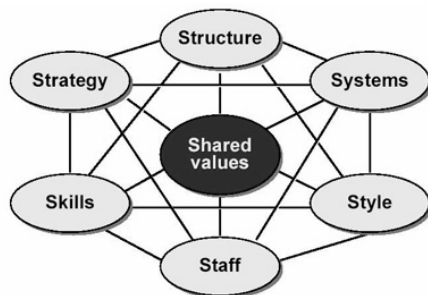


Figure 5: McKinsey's 7S Model

Shared values: this aspect refers to the grounds and foundation of the organization in which the employees believe and are led by. The grounds should be significant, reasonable and lasting and should concern the organization, employees and the relation of the organization with the society and state.

Structure: this aspect refers to the way the organization is built; the mutual tasks, content of tasks and connection between tasks. Examples are (de)centralisation, extent of specialisation and characteristics of the organization.

Systems: this aspect refers to the way information is exchanged and applied. And it refers to the procedures and routines used to steer the organization. This can be systems for the distribution of information, decision-making processes and work conferences.

Style: this refers to the characteristics of the behaviour of important executives in their job and also refers to the characteristics of the organisation culture. Examples of this aspect are behaviour standards, expectations of behaviour, democratic or authoritarian behaviour.

Staff: this aspect refers to characteristics of the most important employee categories. This can be knowledge, education, expectation, experience and motivation.

Skills: which combination of knowledge and experience dominates and in what can the organization excel? Is it research, knowledge of the branch, product control, etc.?

Strategy: this last aspect refers to the plan in which the organization describes how they use their resources and time to reach one's goal(s). This aspect can be described with information about the characteristics of the goals, process of planning and most important production resources.

2.1.4 Market analysis

It is of vital importance for Web companies to identify their market domain, market potential, the profiles of potential customers, and the online strategies of competitors [Constantinides, 2002]. Although critics wonder if the model is still relevant and maybe out-dated, the five forces model of Porter [1979] helps to identify the five different forces in a structural way. The model consists of competitive forces in the environment of the organization. Research in this field should provide the organization with information about their position in the market.

The five forces Porter describes are:

Potential new entrants: what are barriers for new entrants to enter the market? How easy is it to start a business in this market?

Bargaining power of buyers: informed customers are empowered customers, and their influence over a company increases. How much power do the customers have?

Bargaining power of suppliers: the concentration of suppliers and the availability of substitute suppliers are significant factors in determining supplier power. If there are fewer suppliers they've more power.

Threat of substitute products: The power of alternatives and substitutes for a company's product. Are there many other organizations with the same product/service like the organization?

Rivalry among competitors: These rivalries are influenced by the preceding four forces as well as by cost and product differentiation. This determines the position of the organization in comparison with others.

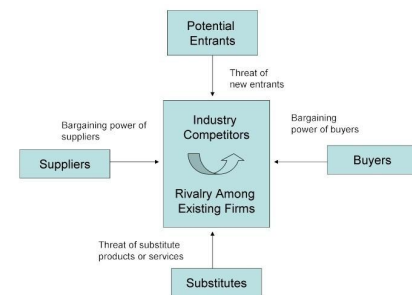


Figure 6: Five Forces Model of M.E. Porter

2.2 Site: Web Experience

The website is the company's customer interface, the prime source of customer experience and therefore the most important communication element of e-commerce. The prime mission of the website is to attract traffic, establish contact with the online target markets and brand the online organization [Constantinides, 2002].

The web experience embraces elements like searching, browsing, finding, selecting, comparing and evaluating information as well as interacting and transacting with the online firm. The virtual customer's total impression and actions are influenced by design, events, emotions, atmosphere and other elements experienced during interaction with a given website, elements meant to induce customer goodwill and affect the final outcome of the online interaction [Constantinides, 2004].

Bezos [1999] argues that delivering a compelling customer experience is even more important online than offline. This is because it contributes to strong word-of-mouth online - the most important driver of customer traffic to commercial Web sites [Cognitavive 1999] - and offers an opportunity to add differential value as the Web increasingly offers consumers full information about product alternatives [Haubl and Trifts 1999; Lynch and Ariely 1999].

As the content and format of the Web evolves, this virtual hypermedia environment involves more and more serious functions among its diverse activities. The Web is turning into an environment which involves different activities, such as entertainment, exploration, communication, knowledge and learning. Chen, Wigand & Nilan [1999] argue that this virtual hypermedia environment is a multi-activity medium and many of the activities focus on interactive communication among users.

Online marketers can influence the decision making process of the virtual customers by engaging traditional, physical marketing tools but mainly by creating and delivering the proper online experience, the Web experience: a combination of online functionality, information, emotions, cues, stimuli and products/services, in other words a complex mix of elements going beyond the 4Ps of the traditional marketing mix. The prime medium of delivering the Web experience is the

corporate Web site, the interfacing platform between the firm and its online clients [Constantinides, 2002].

In his paper [2004] about web experience five main building blocks of web experiences are identified, classified into three subcategories (table 1). Argued is that the marketing tools and actors under the control of the e-marketer that can influence or shape the online consumer's behaviour during the virtual interaction. The Web experience is in this sense a new, additional input in the traditional buying behaviour frameworks found in marketing textbooks [Kotler, 2003].

Table 1: Main building blocks of Web experience and their sub-categories

Functionality factors		Psychological factors	Content factors	
Usability	Interactivity	Trust	Aesthetics	Marketing mix
Convenience	Customer service/after sales	Transaction security	Design	Communication
Site navigation	Interaction with company personnel	Customer data misuse	Presentation quality	Product
Information architecture	Customization	Customer data safety	Design elements	Fulfilment
Ordering/payment process	Network effects	Uncertainty reducing elements	Style/atmosphere	Price
Search facilities and process		Guarantees/return policies		Promotion
Site speed				Characteristics
Findability/accessibility				

A brief description of the model of Constantinides [2004] will help to understand the factors and their components included:

Usability and interactivity are the two subcategories of functionality of the website. Both are frequently referred to in the literature as closely associated with success or failure of websites, by directly and profoundly influencing the online consumer's experience. Slow, dysfunctional web pages and poor interactivity prompt most online customers to look for alternatives, since time saving and shopping convenience are important motives to do business online for the majority of internet users.

Online trust is one of the issues researchers, as well as practitioners, frequently associate with the success or failure of online ventures. According to Harris Interactive (2001) around 70 per cent of the US Web users are seriously concerned about the safety of their personal information, transaction security and misuse of private consumer data.

The physical distance, lack of personal contact and the anonymity of the Internet are also factors further increasing the consumers' anxiety and risk perceptions. Online firms, especially those lacking strong brand recognition and physical presence, should not underestimate the importance of trust as a Web experience element.

Aesthetics embrace the artistic and creative elements of the online presentation, aiming at a pleasing appearance or effect. These elements communicate the website's atmosphere, something important for attracting online customers by inducing positive and powerful motives for visitors to stop, explore and possibly interact with the site. Design and style/atmosphere of Web sites are elements quite crucial in shaping the online experience and the buying decision making process. Like shoppers in traditional shops, for first-time Web site visitors these elements are particularly important. Given the very limited time the average Internet users spend on browsed pages when searching for information or products online the design and atmosphere of websites must attract the attention and capture the interest of the online customer in a very short time.

2.3 Synergy: Integration

Synergy is also part of the Web Marketing Mix model of Constantinides [2002]. He defines synergy as the integrating processes necessary for realising the virtual organisation's objectives. This implies that an analysis including the front and back office and third parties, is appropriate for organisations with both physical and virtual presence. This includes internet companies willing to establish and develop some type of physical commercial and organisational presence next to the virtual one.

In theory, the web allows customers to access a shop on the other side of the world as easily as a shop in the neighbourhood. Assuming that overnight shipping is used, and taxes or import restrictions do not present an obstacle, electronic commerce supposedly makes distance irrelevant. The existing literature does not address the synergies between physical presences in a market and the web store. Steinfield, Mahler and Bauer [1999] suggest four broad areas in which a retailer can

use its physical presence in conjunction with a web presence for competitive advantage over web-only merchants:

- Improved trust
- Reduced consumer risk
- Broader coverage of diverse shopping preferences
- Natural complementarities between the two channels

The analysis of Steinfield, Mahler and Bauer [1999] suggests that for local players who have niche products that are not readily available, and who have developed a capability to service distant customers, a global web strategy makes sense. However, for those who are offering products that are readily obtainable elsewhere, they may need a web strategy that emphasizes the synergy between their physical presence in a local market and their web storefront.

2.4 System: Technology, technical requirements and website administration

This factor identifies the technological issues as well as the site servicing issues to be addressed by the e-commerce management [Constantinides, 2002]. The main areas where the system-related decisions are to be made are:

- Website administration, maintenance and service
- Web server hosting and choice of the internet service provider
- Site construction
- Content management
- Site security
- Transaction functionality
- Collection, processing and dissemination of the website traffic and transaction data
- System backup

3. Methodology

This research plan is the general of how I will answer the research questions. It specifies the sources from which I intend to collect data, what theories to use for analysing collected data and the qualification of the data.

3.1 Categorization of the research

The purpose of a research can be classified threefold; exploratory, descriptive and explanatory [Saunders, Lewis & Thornhill; 2007]. This research is exploratory, as it is finding out what is happening, seek for new insights by asking questions and assesses phenomena in a new light. This method is used to clarify the understanding of the problem. The study is non-experimental, as the units of analysis are not manipulated.

The strategy for this research is a survey strategy, which is often referred to as a deductive approach. This method is often used to answer who, what, where, how much and how many questions.

One important item in doing research is the credibility of the research findings. In particular two emphases should be discussed: validity and reliability.

Validity is about the extent to which data collection method or methods accurately measure what they were intended to measure. But also the extent to which research findings are really about what they profess to be about. Threats to validity are history, testing, instrumentation, mortality, maturation and ambiguity [Saunders, Lewis & Thornhill; 2007]. In this research history is a threat to consider, since I am investigation the opinions of people; asking questions about the current performance. Asking those same people the same questions in short or long term might have another effect on the findings, which can be caused by a recent experience or changes in market behaviour.

Maturation is also a threat to consider, because of the maturation of the company, the service and the market. These factors can influence the management, performance and strategy of the company, which can lead to different answers to introduced questions.

Reliability is about to which extent data collection technique or techniques will yield consistent findings, similar observations would be made or conclusions reached by other researchers or there is transparency in how sense was made from the raw data. Threats to validity are subject or participant error, subject or participant bias, observer error and observer bias [Saunders, Lewis & Thornhill; 2007].

In this case the participants might be biases, due to management style or influence. I will try to overcome this threat by asking multiple questions about the same subject, and by creating an atmosphere in which the participant feels secure. But also the subjectivity of participants is a probable reliability issue since the online questionnaire (paragraph 3 of this chapter) will be available for participants at all time. By having enough contestants, this reliability issue will be flattened.

3.2 Research design and operationalisation

Operationalisation is the translation of concepts into tangible indicators of their existence [Saunders, Lewis & Thornhill; 2007]. As described in chapter 1 by the structure of this research, the research started with a literature study on the scope, site, synergy and system of the web marketing mix model.

After gathering literature for the theoretical framework, the different models will define the variable of the different analysis to do. The models used are: Porter's 5 forces framework, McKinsey's 7S Model, and the SWOT analysis or confrontation matrix. Alongside with the interviews and questionnaires this will lead to strategic alternatives for Drive South Africa to choose from in order to establish itself as a successful tourist organization.

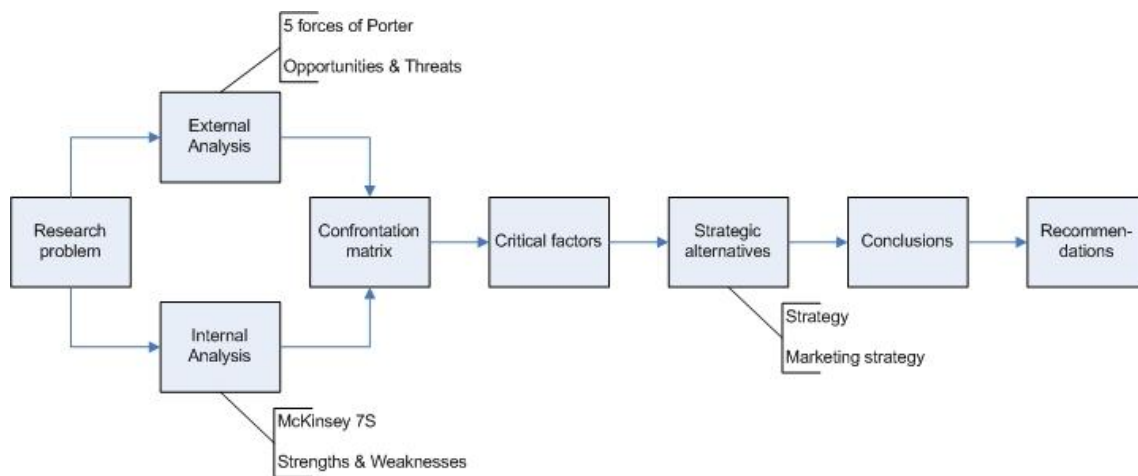


Figure 7: Research structure

3.3 Interviews

In order to explore the general area of tourism in South Africa and Drive South Africa as a company, a number of in-depth interviews were held in addition to standardized interviews for customers. An in-depth interview is an open-ended, discovery-oriented method [Guion; 2008]. These non-directive conversations give the opportunity to freely talk about the beliefs and behaviour in respect to the market.

These interviews will be arranged to introduce me to the company, get information about their strategy, marketing, vision and mission, future plans and current status of the business. Also to explore the general area of the tourism industry of South Africa, and the South African culture.

The strategy, mission, vision and future plans interview should be held with one of the higher managers or the directors of Drive South Africa. This person has to be informed of all daily tasks, their current strategies and their overall vision of what they want the future to bring. It is important to schedule this interview in the beginning of the internship for creating a correct business profile for further investigation. The interview starts with questions about their mission, vision and plans, and further continuous on the strategic goals. Onwards future is discussed with space for status of current activities and development of those. In order to get the necessary information, the main questions have to be written down but leave space for elaborating and discussing connected topics.

The marketing interview contains all marketing elements from current activities to future plans. Important is to discuss strategy and the effect of activities (if measured). Another topic is to investigate if the South African marketing is similar to the Western-European.

The questions about strategy, activities and future plans are structured, with space to elaborate, but the interview also contains time for creativity and little brainstorming.

For information about South Africa, tourism and the current activities, an interview with the product or department manager of Daytours have to be scheduled. Goal is to be introduced to the tourism industry, the current activities and employee tasks. During the interview should also being asked about the knowledge of ICT, as the company introduces itself as an online tourism organization.

By having cross-interviews I will be able to check information gathered by employees, and because of this I will gain a trustworthy and full oversight of the company and its elements.

The South African culture will be introduced to me by working in the office, discussing with colleagues and observations. An interview on this topic will not contribute as this will most probably not be an objective opinion, and they might not have experiences abroad to compare with.

The self-administered questionnaire used is an internet-mediated questionnaire or online questionnaire [Saunders, Lewis & Thornhill; 2007]. A questionnaire is a general term including all data collection techniques in which each person is asked to respond to the same set of questions in a predetermined order. The questions addressed to the respondents are rating questions, with some opportunities to make a comment [Saunders, Lewis & Thornhill; 2007]. In order to reach a valid research, Babbie [2001] uses a minimum of 50 respondents. To collect reliable data the questionnaires have to fulfil this minimal requirement.

4. Results

This part of the report describes the results found during the research process. All four aspects of the web marketing mix model will be explained in Drive South Africa's experiences and environment. Within each head category several items will be discussed.

4.1 Scope: Strategy and Objectives

The content of this element is primarily of strategic character and outlines the decisions to be made on the strategic and operational objectives of the online venture, the market definition including measuring the market potential and the identification of the potential customers, visitors and customers of the site, the degree of readiness of the organisation for e-commerce, and the strategic role of e-commerce for the organisation (chapter 2.1).

In this part of the results, the answers regarding the first two sub questions will be given: "What is the strategy of Drive South Africa? And what is their marketing strategy?" "What are their strengths and weaknesses, opportunities and threats?"

4.1.1 Strategy

As pointed out in chapter 2.1.1 the success of a strategy depends on doing many things well – not just a few – and integrating among them. If there is no fit among activities, there is no distinctive strategy and little sustainability. Strategy is about being different; deliberately choosing a different set of activities to deliver an unique mix of value.

By interviewing Andre van Kets (one of the founders) it became clear that the start of the new travel division was not an unquestionable or deliberate plan: they took a chance. Having lots of experience in IT, building websites and car rental services, easiest choice for them was to develop a plan for selling with the website as main channel. This decision was made in awareness of tourist buying more products online. Along with the experience of Carla dos Santos in tourism, they thought this would be a successful plan.

Carla dos Santos worked for a few tourist organizations in South Africa, travelled a lot and has South Africa at her fingers' end. She and the directors set the goal to become the most successful and well-known tourist organization in southern Africa. But they have no explicit or clearly defined strategy to reach this goal.

Also the online activities of Drive South Africa should pursue their own, clearly defined strategic objectives, in line with the mission and strategic goals of the company.

By talking to the managers of Drive South Africa their future plans became clear; the first project is Daytours, onwards an accommodation, safari and wedding website would be launched in order to create a platform for selling their service. This, including the existing car rental service, is their set of activities for the next years.

Knowing this the strategy of Drive South Africa is about being different, with these deliberately chosen activities to deliver a unique mix of value. All activities support each other, and do attract many different kinds of people. Although the company has no clearly defined strategy written down, this is their strategy to compete with the tourist industry in southern Africa.

4.1.2 Marketing strategy

As pointed out in the theoretical framework one of the important subcategories of the main strategy for this research is the marketing strategy. As stated in chapter 2; the definition of the American Marketing Association states that marketing is the activity, set of institutions, and processes for creating, communicating, delivering, and exchanging offerings that have value for customers, clients, partners, and society at large.

Magdaleen Louw is responsible for personnel, finances and marketing at Drive South Africa. Marketing is not her specialty, but she has lots of ideas for promoting the company. At the moment her main topic on marketing is the current logo and business name. By extending the company's services the customer might be distracted by the name 'Drive South Africa', and they therefore assigned a communications bureau to investigate this topic. No other marketing activities are scheduled.

During the interview we also discussed future plans, strategic marketing goals, and marketing in general but also in South Africa specific. I also asked her if she could direct her marketing targets to the general strategy. As a result of these questions the main thing to be concluded is that Drive South Africa has no marketing policy. Because of Magdaleen's effort there are minor projects, but other necessary things for the company take most of her time.

Maybe as a result of this Drive South Africa has no clear vision or strategy on marketing; they make use of simple and ordinary tools to promote their car rental division. An example is a brochure at the tourist office. But besides doing this and visiting one of the biggest tourist expositions in the country no marketing activities could be described by her.

By interviewing Carla dos Santos and Andre van Kets about generating unique visitors online, one of the main items they used is the website content. Frequently updating texts, linking towards one another and making use of 'tags'. These activities can also be seen as a kind of marketing, but still processes for creating, communicating, delivering, and exchanging offerings that have value for customers, clients, partners, and society at large are not visibly present.

4.1.3 Internal analysis

In order to being able to advise Drive South Africa in its strategy to become profitable the internal analysis is of great importance. This can expose the strengths and weaknesses of the organization. The McKinsey 7S Model (chapter 2.1.3) measures the quality of the performance of the organization. It describes seven aspects of the organization; each aspect pictures a specific part. For a steady organization with continuity is it important that the seven aspects of the model are balanced.

4.1.3.1 Shared Values

The "basic condition of employment act, 1997 (summary)" and "summary of the employment equity act" are posted on the wall, visible for every employee. The purpose of the first Act is to advance economic development and social justice by fulfilling the primary objects of this Act [Parliament of the Republic South Africa; 1997] which are:

To give effect to and regulate the right to fair labour practices conferred by section 23 (1) of the Constitution:

- By establishing and enforcing basic conditions of employment; and
- By regulating the variation of basis conditions of employment;
- To give effect to obligations incurred by the Republic as a member state of the International Labour Organisation.

The purpose of the second act "summary of the employment equity act" [Parliament of the Republic South Africa; 1998] is to achieve equity in the workplace, by

- Promoting equal opportunity and fair treatment in employment through the elimination of unfair discrimination; and
- Implementing affirmative action measure to redress the disadvantages in employment experienced by designated groups, to ensure their equitable representation in all occupational categories and levels in the workforce.

The employees and directors of Drive South Africa believe in equality; everybody should get the same regulations and treatments. Every employee at the same job level is equal, and even the managers have to live by the same rules. They believe in their product, in what they do for living. Examples are their clothes; after a certain period of working at the office an employee gets a Drive South Africa blouse to wear. This contributes to the atmosphere in the company, makes them feel like a close group. Same with drinks after work; directors mix with first line managers and interns as well.

4.1.3.2 Structure

Drive South Africa is lead by two directors, each responsible for their part of the company. Besides the directors, three managers run the different divisions: support, product development/IT and car rental (figure 8).

The departments are specialized, but also involved in other department's tasks: IT is responsible for the websites running, and the support division provides administrative assistance.

During observations I noticed that the car rental division is more or less separated from the new developments in travel. IT is responsible for the website, but they are not involved in any process of development or customer assistance for the other departments.

The organization chart handed over by the company (figure 8), is questioned by the employees. Not everyone agrees with the hierarchical chart presented, they feel they have more power or are equal to higher level employees. The car hire division manager was replaced during my stay, and the new manager made clear she is the one in charge. This was a problem to few of the employees with as result them being less satisfied and motivated. For problem prevention I was not even allowed to show the organizational chart to the employees.

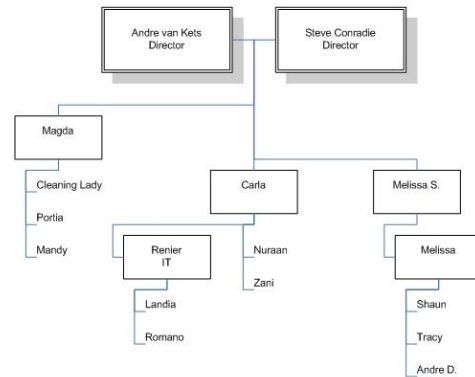


Figure 8: Organisational Chart Drive South Africa

The structure is about to change in future when the new services are established. Every specific website will own a division, with IT and administration as support departments. But before changing into this new structure, these new developments have to run and be profitable first.

4.1.3.3 Systems

The systems of Drive South Africa to structure work are quite clear when observing them. Regular meetings are scheduled for discussing progressing or new developments. A white board displays the main tasks for that week.

During the day they use Skype¹ for communication and brief consults. This communication system is easy to use, and also has the advantage that previous conversations can be looked up. This feature is practical for previous consults, agreements or remarks made by colleagues.

Decisions are made by the managers of the departments or directors. Others may have their opinion, are allowed to express, but never have the final decision. Everyone is free to walk into the office of the manager and discuss a matter.

4.1.3.4 Style

During my stay at Drive South Africa's office I noticed the relaxed management by wandering around style of the managers. Management by wandering around is characterized by managers actually walking around, asking questions and talking with employees. The objective of this management style is to achieve harmony in the organization between management and employees through face-to-face contact as well as keep abreast of current operational developments [Daft; 2000].

The atmosphere at the office is relaxed, people make jokes and they laugh together. In this there is no difference in a first-line employee and the managers. Still, there is a difference between those groups, not intentionally, but observations made clear people's responses towards managers are more careful. They are treated with respect.

4.1.3.5 Staff

First-line employees are not highly educated, but the managers and specialised IT employees are. Most of them also have lots of experience from previous jobs and other courses.

Changes within staff is one of the problems; much knowledge is lost and it takes times for new employees to learn the standards. Most of the knowledge is tacit and therefore not easy to learn or understand by new staff members.

An example is the new employee hired for supporting the travel department. She was supposed to deal with suppliers and customers. But before being able to actually do her job, she needed to be trained. In order to do that knowledge has to be shared. An impossible task since nothing is written down, all knowledge is tacit. But the new employee was not able to perform without that knowledge. Besides the manager had no actual time for training her, she also had to ask the manager everything she did not know for sure. A time-consuming system, would have been easier

¹ Skype is software that allows users to make telephone calls over the Internet. Additional features include instant messaging, file transfer and video conferencing.

for her if she could look up standard operating systems and information about clients. As a result she decided to quit her job at Drive South Africa.

4.1.3.6 Skills

The IT department of Drive South Africa is known for its websites. Andre van Kets is highly educated in this field, and known for his experience and ideas. Due to this many organizations ask him and thus Drive South Africa to develop and maintain their website. They are interested in new evolutions in the market, try to fit those in their websites and experiment with these. The department of car hire is skilled in their own field, but besides that they do not have knowledge usable for the company. They are trained to do their job best.

The new department Daytours is currently lead and operated by Carla dos Santos, manager of product development at Drive South Africa. She has a lot of experience in the tourism industry, and an educated background. The directors of Drive South Africa signed her up for extending their business, for establishing new divisions in travel for attracting more customers. Carla's background in tourism and management should give her the skills to perform well, of the problems already noticed by the directors is that Carla has problems with dividing work among others and sharing knowledge. This can be forced by time pressure, but can also be one of her shortcomings.

4.1.3.7 Strategy

The strategy of Drive South Africa is being different by offering a different and various services to (prospective) tourists, clients and partners, as also stated in paragraph 4.1.1. This will help them to reach their goal to become the best well-known tourist intermediary of southern Africa.

4.1.3.8 Observational additions

During my stay at the office of Drive South Africa I noticed differences in attitude compared to my experiences in the Netherlands. Although some were actually working hard, others were more focussed on more relaxing activities. Deadlines are easily postponed, priorities shifted and very rarely people worked past 5 pm. Once, I asked for an offer for renting a car and she told me she would make an offer "just now". Two weeks later I still had no offer. This is just a simple example of how most operations are dealt with. No problem for South African, but it becomes a problem if they operate with foreign tourist. Other examples are the times people went out smoking, or the receptionist playing card games on her computer.

Another observation is about appreciating someone's opinion on a subject, especially task related questions and some suggestions were not taken seriously. Managers were much more appreciating interacting on this matter than first-line employees, they saw me and other interns as smarty-pants and not as a source of information they could use.

4.1.4 Conclusion internal analysis

In a steady organization with continuity all seven aspects described above are balanced, but every company has strengths and weaknesses. This analysis of Drive South Africa made clear the organizational strengths are in experience and knowledge, but the shortcomings are in employees, especially newly hired.

The background of the employees, directors and managers of the company are widely recognized within the area. Within IT is offers them extra workload besides regular tasks, but it also gave them the opportunity to acknowledge the change of extending their services towards travel. Although experience in travel is less present within the company, they are eager to learn and have lots of ideas for development.

As experienced and skilled current employees are, new employees suffer from learning and catching up. Knowledge is hardly shared and little training is offered; they are not used to train fellow colleagues. Because of this tacit knowledge employees leaving the company take with them much knowledge; a big loss for the company.

Other points to watch are the structure, but of minor importance since the current system works and interpretation is never 100% homologous. The style, system en shared values of the company are in balance; all arose from South African traditions and values. Employees of the organization are happy, have freedom to speak and are respected for their contributions.

4.1.5 Market Analysis

The five forces model of Michael Porter (chapter 2.1.4) is a tool for analyzing the branch structure. The analysis of the competitive forces is done by the identification of 5 fundamental concurring forces. At a glance, the model shows the most important factors to determine the possibility to create a competitive advantage.

It also shows the existing companies in the market which possibilities are available for strengthening the attractiveness of the market. When the market is easily to enter, can they for example introduce a quality mark or certifying to create segmentation in the suppliers of quality and suppliers in the margin.

4.1.5.1 Threat of new entry

New entries in the tourism industry are important in determining the threats for Drive South Africa. By new entries in this market three factors are of main importance: start-up rate for South African companies which allows them to legally do business, the second matter is the trend towards internet tourism, and third the network of partners.

Start-up rate

According to a Deloitte report [2007] South Africa has the second lowest start-up rate and the second lowest new company statistics in the world. Apart from Mexico, South African start-up businesses are least likely to have a shelf life of more than 3,5 years. Starting a business and to complete all procedures to legally operate a business will require 35 days in South Africa [World Development Indicators database; 2007]. This measurement describes only the fastest procedure, even when additional costs need to be added to speed up the procedure. This means that it will probably take more days on average. In comparison with the Netherlands – 10 days – and the USA – 5 days – must be concluded that it takes a long time to legally start a business in South Africa.

But research shows the South African government is easing the business entry. They positively reformed the ease to get credit (from the 32nd in 2007 to the 26th position 2008 in the world ranking) and paying taxes. No capital is required for starting a business by the government. But it's hard to get educated staff, and there are several rules for creating jobs for the previous disadvantaged people [OAVM Consultancy; 2008]. In 2008 South Africa is ranked 35th in rankings on ease of doing business [Doing Business; 2008].

Internet trend

The trend towards the use of internet for travel booking is likely to expand and dominate. Easyjet and Ryanair claim that the majority of their bookings and up to 80% is coming from consumers booking directly online. More and more people trust the internet platform to arrange their inventory and as more organizations will develop their offering on-line [Buhalis&Licata; 2002].

New eMediaries (e.g. on-line travel agents and portals) in the electronic distribution market challenge traditional eMediaries (e.g. GDSs and Viewdata) as they gradually penetrate the marketplace, gain direct access to consumers and increase their market share. They timely deliver relevant and content rich information, which is important to the customer. When traditional eMediaries not modernize, the new eMediaries will increase their market share and take over the market [Buhalis&Licata; 2002].

This trend is not yet visible within South African tourist industry as I experienced by working at the office and booking trips for leisure myself. Most companies do share information about prices online, but there are no shared databases between organizations. Online booking therefore is not possible the way Buhalis and Licata are describing. In paragraph 4.3.3 (Third party integration) I will discuss the different kinds of parties involved in this process.

Network

By interviewing Carla dos Santos and Andre van Kets became clear that many partnerships of the company are based on friendship. They both have an extensive network which is used for partnerships, outsourcing and getting in touch with new potential clients and partners. New contracts are always reviewed by friends and their opinion truly matters. Although the business of a friend might be more expensive or less qualified, they would preferably sign up with them.

Relations, trust and network are thus of great importance in South Africa, without this qualifications is it hard to establish your business and service. An advantage for Drive South Africa, since they have an extensive network which increases every day.

4.1.5.2 Threat of substitutes

The threat of substitutes researches if there are other or alternative (potential) services offered which are or can become a threat to Drive South Africa's service. One of the main threats in this subject is internet, but suppliers and other tourism organizations too.

In today's business people have the possibility to buy a product online and buy their product in traditional stores. Buying online typically considers several risks; economic risk, performance risk and personal risk [Simpson and Lakner, 1993]. Given the risks, trust is an important factor for buyers in their decision where to buy their product. Sellers have the possibility to use a low cost strategy, or they can compete using a strategy which they differentiate themselves from others, because they're less risky, more trusted, and have a better reputation in the market.

Daytours has the advantage they already published their brand name on the market. Their current marketing strategy is based on promoting their brand name to become known in South Africa and the travel industry. The ultimate goal is to be a strong brand with divers travelling divisions which offer the (potential) client a variety of services for their holiday.

Daytours doesn't have exclusive contracts with suppliers; this opens the option for others to sell the same tours. Even suppliers sell the same tours, a definite threat to Drive South Africa. Potential customers are looking for companies trustworthy, especially by booking overseas. The weakness of Daytours is just being the intermediary, which may go with a lower trust level.

By the extension of the tourism industry of Southern Africa, many organisations are extending their activities towards selling tourism services or products. New businesses are created, and existing companies are growing and getting more customers. While even supplier sell tours themselves. The tourism market is overcrowded with businesses; many sell the same or substitutes of each other, which makes the threat of substitutes high.

4.1.5.3 Buyer power

How much power has the customer? Buyer power is important for a company to determine how much they will be influenced by the clients.

Daytours is not the only company selling day tours in South Africa. There are many other tourist organizations in South Africa, and even outside South Africa, which are doing the same. The list of businesses providing the same service is long, a few examples (found by searching on the internet for day tours in South Africa):

Adventours	Lynx Tours
African Sky	Magical Journeys
African Welcome	SA Places
All Africa Ventures	SA Venues
Go 2 South Africa	Springbok Atlas

Daytours works with 15 suppliers (Annex C). Most of these partners organize several tours, but in specific cases a specialist like White Shark Cage Diving they only sell one specific tour. Others like Tourvest Inbound provide them with several options to sell.

Some suppliers demand Daytours to exclusively sell their day trip in a specific area. This confines a firm in their choice of suppliers, if they really want to work with this organization.

The position of the supplier seems always stronger, because there are fewer suppliers than buyers in this branch. Exclusive rights for selling a tour are only obtainable for the highest price. Too much money to think of this as a serious option. They mainly work with commissions: sell more tours, gain more money per tour.

Many suppliers sell their own tours too, they use companies like Daytours as an extension of their own company.

4.1.5.4 Supplier power

During the interviews I noticed the suppliers have a lot of power, what made this specific part of Porters model an important topic for the market analysis. And as stated before, the supplier sells his product to intermediaries like Drive South Africa, but also has the opportunity to sell the product directly. A lucrative situation for them, since they spread their chances of selling are high.

Next to this advantage of the market, the supplier also has another privilege. The market for tourism is overcrowded in South Africa, many see one's change to start in tourism. This situation creates an even more lucrative market for suppliers. They can pick the bigger companies, make

contracts with smaller ones and are able to enforce organisations not to sell comparative services or products.

The supplier is even more in favour if he has a monopoly in the industry. Like being the only business selling abseiling from Table Mountain. But fortunately for Drive South Africa this rarely happens, because there are many firms with same kind of products or services. This reduces the power of the supplier a bit.

Luckily for the intermediaries in tourism, many substitutes exist for all kinds of products or services. Examples are wine tours, shark cage diving, safaris, whale watching, surfing and sightseeing tours.

Examples of strong supplier power are the guided tours in the soccer world champion 2010 stadiums. I visited one of the previews of the Green Point Stadium in Cape Town. An arranged afternoon, with many representatives from different tourist offices in the region of Cape Town. They had several dates with these experience planned solely for companies; tourist are not allowed yet since the stadium is not even ready. But the attendance of all these interested companies implies that the supplier has many options to sell their tours.

4.1.5.5 Existing rivals on the market

Rivalry between companies is high if there is no balance between rivals, overproduction, and high resign barriers.

The barriers to resign are for intermediaries like Daytours not high: they sell tours but don't have goods in stock and have no obligations towards customers they cannot keep.

Uncertainty factors for the industry are the recent problems within the country. Tourists are cancelling their tours due to the news report they get from journalists. The xenophobia, murders, rapes, attacks and electrician load shedding have not positive influence for the tourism market at all. So only companies with a good reputation are able to convince the tourist not to cancel their tour after new reports of for example violence levels in the country. But even this little crisis will not stop the tourist from flying to this part of the world.

4.1.5.6 Conclusion market analysis

In summary the market analysis: the market is stressed and tightly banded with companies willing to gain trust of the tourist. In general they all want to same and are directing at the same goals. This makes it hard to survive.

The only way to overcome their rivals is to sell a unique product, win the tourists over, and constantly make sure to keep one step in front of the competition.

Problems for Drive South Drive which they will not overcome in nearby future are suppliers. Compared to the other forces in the analysis supplier power is predominating, being their competitor and supplier. The only option to reduce supplier power is to work closely together, and try to become exclusive partners / own the exclusive rights for selling their tours.

The opportunities for Drive South Africa is this stressed market arise from their extensive network and their variety in service in future. Not many companies have the same opportunities they have, with friends working in main tourist companies in South Africa. Also have competitors not the same service as Drive South Africa will offer to (potential) clients in nearby future; others mainly stick to one service.

4.1.6 Conclusion on scope analysis

The confrontation matrix helps to evaluate the strengths, weaknesses, opportunities and threats of analysis. It helps to identify a strategy to overcome weaknesses and threats, and consequently choose a strategy for becoming more successful.

The matrix below is filled in by determining the influence of all characteristics on other aspects, i.e. the influence of the internal analysis aspects on the market analysis and vice versa. Positively influencing relationships are marked with a +, negative influences are marked with a -, and neutral relationships with a ±.

Since all factors contribute to a strong organisation and influence the service process, all factors are rated equal. Still minor priorities are given to network, sharing knowledge, new employees, and supplier power since these factors seem to matter most in South African business style.

Market Analysis	New entry	Start-up rate	Internet trend	Network	Substitutes	Buyer power	Supplier power	Existing rivals	Total score
Internal analysis									
Shared values	±	±	±	+	+	+	±	+	±/+
Structure	+	±	±	±	-	+	-	-	±
Systems	±	±	±	±	±	±	±	±	±
Style	±	±	±	+	-	±	±	-	±
Staff	+	±	+	+	+	±	+	+	+
- new employees	±	±	-	±	-	-	-	-	-
Skills	+	±	+	+	+	±	+	+	+
- sharing knowledge	±	-	-	±	-	-	-	-	-
Strategy	+	±	+	+	+	+	±	+	+
Attitude	±	-	±	±	-	-	-	-	-/±
Appreciation	-	-	-	-	±	±	±	±	-/±
Total score	±/+	±	±	±/+	-/±	±	-/±	-/±	±

Figure 9: Confrontation matrix

The overall rate of the company is a ±, so apparently Drive South Africa is doing some things right, but others can be improved. Concluding from this matrix the new employees and knowledge management are related as the most negative characteristics of Drive South Africa. In the warning area are attitude, appreciation of another's opinion, substitutes, supplier power and existing rivals. The best rated characteristics are staff, skills and strategy.

For supporting the overall and marketing strategy, the company should make use of its strengths and opportunities to overcome weaknesses and threats. According to this analysis, Drive South Africa has to make use of their skills, staff and network to overcome the biggest hurdles, which are sharing knowledge, newly hired employees, supplier power and existing rivals. These characteristics of the total organization are the foundation and critical factors for the new and improved strategy.

4.2 Site: Web Experience

The website is the company's customer interface, the prime source of customer experience and therefore the most important communication element of e-commerce.

The prime mission of the Daytours website is to attract customers and brand the organization. But it also provides a service to the customer, provides company information, allows customers to communicate with the company and allows direct sales.

The domain name of the website is <http://daytours.drivesouthafrica.co.za>. This URL refers to the fact of Daytours being a part of Drive South Africa. An easy target for typing mistakes and not easy to recall.



Figure 10: Homepage Daytours

A remarkable item is the logo of Daytours, as referred before the company is related to Drive South Africa. But the logos don't match (figure 10 and 11).

The website has the possibility for customers to directly make an inquiry for a tour, a four step check out leads towards the actual booking. Payments have to be done by credit card. A problem with this booking system for Daytours is that every single booking has to be confirmed with the supplier. This will be elaborated in chapter 4.3.

Extra features are the pictures and movies about tours made by previous participants. YouTube is a free service, hence Daytours can use video-clips of others without asking the owner's permission. This becomes a problem at the moment the owner decides to remove the clip, which leads to a fault at the Daytours website. As a result of this every clip has to be checked regularly to be sure to provide excellent service to the client.

A first brief look at the homepage provides us already with lots of information: things to do, places to go, contact information, how to choose a trip, interactive features, site map and the ability to Skype the company are the content of "home". The menu structure supplies more options to choose. All things to do and places to go are supported with a picture about the topic.

Drive South Africa uses Web 2.0 applications to provide additional information at the website. They make use of Flickr for pictures, YouTube for short clips, and Skype for contact with customers.



Figure 11: Homepage Car Rental

4.2.1 Customer Satisfaction Survey

A customer satisfaction survey provides information about the current satisfaction level of the customers. Statistics show the website of Daytours is not attracting many visitors yet, therefore a survey would probably give none or little result. In order to contact enough customers at once, we decided to use the customers of Car Hire as example group for this research. The questions ask respondents about their satisfaction of the current service level of the Drive South Africa consultants. Also basic questions are added to identify the customer and an extra question about Web 2.0 applications completes this survey. (Annex B)

The questionnaire was send to 1000 people subscribed to the newsletter of Drive South Africa car hire; business and leisure customers. The limited options to contact the customer, forced by the company, made it difficult to acquire responses. Finally only 1% responded, for a reliable result at least 50 people should have responded. But in order not to write this questionnaire off as a waste of time, it should be seen as an exploratory research which Drive South Africa can use for further studies.

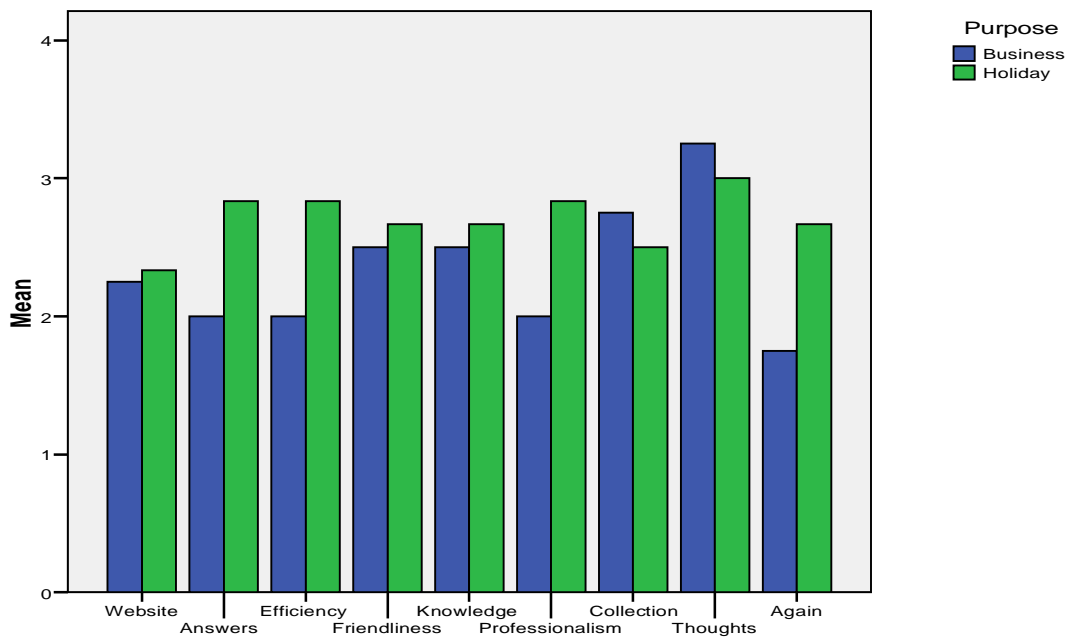


Figure 12: Results customer satisfaction survey

The graphic drawing (figure 12) displays the result of the customer satisfaction survey. The respondents were asked to judge the different service level with 'good', 'average' or 'poor'. An ordinal measurement is given to the answers²:

Answers	Points
Good	3
Average	2
Poor	1

The graphic shows that the level of customer satisfaction has been rewarded with the score average till good. But there is a significant difference between the replies from business rentals and

² Only the question, in the graphic drawing referred to as 'thoughts', have been given the value 1 till and included 4.

holiday rentals. The replies from people using the car for holidays are more positive in comparison with the business rentals.

The biggest difference between these groups is found in the question about renting a car at Drive South Africa again. This is a critical point in the survey, because the business rentals are more likely to rent a car frequently compared to the tourism group. This group should be most satisfied about their service level and should be convinced that Drive South Africa is their number one in car hire.

4.2.2 Customer knowledge of Web 2.0 applications

Drive South Africa is currently not using Web 2.0 applications besides pictures and vide-clips shared by others. In future the company wants to integrate parts of these social media in their service. In order to get insight in the knowledge of customer according to new social media, we questioned them about seven applications Drive South Africa is interesting in using.

The respondents were asked to judge the different service level with 'never heard of', 'heard of' or 'make use of'. An ordinal measurement is given to the answers:

Answers	Points
I have never heard of	1
I have heard of	2
I make use of	3

The results of this question are displayed in figure 13. The distinguishing made between South Africa and the United Kingdom is to show the difference in knowledge between European and non-European. As only people from the UK responded, and none from the other European countries, the distinguishing was made between South Africa and the United Kingdom.

Country		YouTube	MySpace	Facebook	Flickr	Picasa	Delicious	Digg
SA	Mean	2,43	2,29	2,71	1,00	1,29	1,14	1,14
	N	7	7	7	7	7	7	7
	Std. Deviation	,976	,951	,488	,000	,756	,378	,378
UK	Mean	2,67	2,67	2,67	1,67	2,67	1,67	1,67
	N	3	3	3	3	3	3	3
	Std. Deviation	,577	,577	,577	,577	,577	,577	,577
Total	Mean	2,50	2,40	2,70	1,20	1,70	1,30	1,30
	N	10	10	10	10	10	10	10
	Std. Deviation	,850	,843	,483	,422	,949	,483	,483

Figure 13: Results customer knowledge about Web 2.0 applications

Every respondent has heard of You Tube, My Space and Face book. Almost all of them make use of Facebook, half of them also uses You Tube and a lot of them uses My Space too. The other applications as less known by the respondents, even Flickr which Drive South Africa uses a lot for their websites.

The differences between South Africa and the United Kingdom are significant, but not very reliable because of the difference in number of respondents. Nevertheless do these results suggest that South Africans are less known with the new social media in comparison to the British.

4.2.3 Conclusion web experience

The website is judged by the five building blocks of web experience (chapter 2.2): usability, interactivity, trust, aesthetics, and marketing mix.

Usability:

Prime mission of the website is to attract visitors and brand the organization. A usability problem is the URL of the website: <http://daytours.drivesouthafrica.com>; a very long name, not easy to remember, and a target for typing errors.

Strength of the website is design, it directly becomes clear what each headline refers to and subcategories are also very understandable. The thorough description of every tour also adds value.

Interactivity:

Inaccuracies are the not working clips, which should be an extra service to the customer. A time-consuming task to check every clip every week. They should think of simplifying this process, for example by using (professional) video-clips made by or for the company.

A value adding aspect is the option to use Skype to contact the company; this development of internet telephoning is a free service to everyone and may persuade people to contact the company sooner.

Trust:

A feeling of trust is affected by feeling safe, by the reduction of uncertainty elements for customers. The customer satisfaction survey shows that clients are more or less satisfied with the service Drive South Africa provides, but is also displays that more regular clients – the business group – is less satisfied. This is a block the company has to improve, not only in this aspect but also by gaining widely recognized certificates or hallmarks for reliable and secure web shops by official authorities.

Aesthetics:

One of the content factors meaning design, presentation quality, atmosphere and design elements. As stated a strength of the website is design, a clear structure with lots of information. But a weakness is company presentation, meaning the logo of different Drive South Africa websites. As displayed in figure 10 and 11 they are not similar and also the logo for the currently being design accommodations website differs. This element of presentation weakens the position of the company as the logo should be a recognition point for customers.

4.3 Synergy: Integration

Synergy is the integrating processes necessary for realising the virtual organisation's objectives. This implies that an analysis including the front and back office and third parties, is appropriate for organisations with both physical and virtual presence. This includes internet companies willing to establish and develop some type of physical commercial and organisational presence next to the virtual one (chapter 2.3).

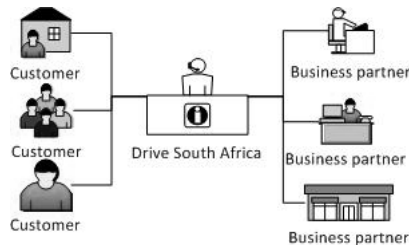


Figure 14: Position Drive South Africa

Drive South Africa is an e-intermediary, they mediate between business partners and customers, and use internet as their main distribution channel (figure 14).

4.3.1 Front office integration

Drive South Africa is known for its car rental services, but they are currently branding their name as travel specialist.

The company is present at Indaba 2008 for promoting their brand name and their new services and products. Indaba is one of the largest tourism marketing events on the African calendar and one of the top three 'must visit' events of its

kind on the global calendar. It showcases the widest variety of Southern Africa's best tourism products, and attracts international visitors and media from across the world. The estimated statistics for 2008 are 5000 visitors. The profile of the visitors is from Adventure Travel, to Sports Tourism and Eco Tourism.

4.3.2 Back office integration

Back office integration of Daytours is created by the company with their experience in car rental services. This service seems to work correctly, therefore I will not expand on this.

4.3.3 Third party integration

After Daytours receives a message for a booking from a (potential) customer, they have to contact their supplier for confirming the required date. If conceivable they confirm the tour with the customer, but if not they have to offer new dates to the customer and confirm those with the supplier again. Sometimes a complicated and time-consuming task.

I would be easier if they were able to connect databases with partners, the system most European businesses work with. Unfortunately this is not possible for Drive South Africa since they have three sorts of business partners:

- Partners with a database willing to connect
- Partners with a database not willing to connect, because of trust issues.
- Partners without a database

The group of partners with a database willing to share is a lot smaller than the group not willing to share. In South Africa companies are convinced these databases are used for spying, consequently they protect their data. Because of these issues it is not possible for Drive South Africa to standardize the process.

4.3.4 Conclusion

There is synergy, but the integration processes are not at a satisfying level. The biggest problem arises in third party integration, where others are not willing to share data for speeding up processes Drive South Africa does not take initiative to share with those willing to. If only a few are working together, some bookings can be confirmed faster in satisfaction of clients.

Front office integration is not a matter of focus for Drive South Africa, their representation in the city is mainly for receiving payments. A more distinct marketing campaign would definitely provide more fame.

4.4 System

This aspect of the web marketing mix model identifies the technological issues as well as the site servicing issues to be addresses by the e-commerce management (chapter 2.4). As Drive South Africa is already experienced in e-commerce management by their car rental service, the main areas to be discussed according to theory are considered covered by the company.

This aspect is certainly of importance for Drive South Africa, since this is the fundament for their service. Without a perfectly working website customers are not able to contact the company or buy a product or service.

5. Strategic alternatives

The research problem is described as Drive South Africa being a company that does not know what strategy to apply in promoting their company. In order to come to an advice for the company the market is analysed, as well as the internal organization, the synergy between different levels within the organization, and the web experience of the current web service.

Drive South Africa has several alternatives to choose from, each one of those with own specifications, adaptations, lesson to learn, successes and failures. The decision for the company to make in nearby future affects the processes within the organization, employees, customers and partners. Below the strategic options Drive South Africa has, are described.

Strategy number 1

The first strategy Drive South Africa is able to choose is to do nothing new. Keep on focussing on changing content to get attention from searching engines, and also look for the right tags to describe your company best to be one of the first in ranking. The goals set are loose and easily changeable with no direct timetable attached.

Marketing strategy is not important for attending more unique online visitors, since the content and tags will eventually deliver. Also the structure of the company should not be changed as it seems to work right now, although some people might get over assigned when the service is actually getting popular and there is no time left to train new employees.

Strategy number 2

The second strategy is to develop all web services apart from one another, with separate marketing strategies. For the Daytours service this means to focus on the active tourist, who is willing to travel and wants to experience every bit of the country. The service has to extend the amount of available tours within the more popular areas of South Africa. Because of this target group, the web service will attract a younger population, and probably mostly foreigners and only few South African. This target group wants a dynamic website; a website with web 2.0 applications to add more information and fun.

The marketing strategy should therefore focus on internet marketing, with for example advertisement on popular network websites like Facebook or twitter. Other marketing activities within South Africa will probably not attract more visitors or clients.

One of the marketing goals must be to get more business relations with bigger (non South African) companies. This kind of relationships increases the chance of selling tours, and will reduce insecurities for paying/booking in advance, since the bigger companies gain more trust, and are in people's own language.

Strategy number 3

The third strategy is to develop all services together, and develop a marketing strategy to promote the company services combined. This strategy implies a structural company change, as the structure has to be redesigned to work effectively. One of the goals should be to develop a telephone/e-mail team of first-line employees to answer all customer related questions. The IT-department will support and maintain all online services, and a new marketing/sales department has to be started. This structure will provide a better organized hierarchy with better monitoring options for managers.

Important is to include knowledge sharing in the overall strategy. This particularly contains the first-line employees. After the new structure is established knowledge has to be shared to train the (new) employees to be able to do their job, this can be an integrated process. Employees should get used to sharing, writing down their newly learned skills so others can read it and learn it too. Making use of a wiki is one example for knowledge to be shared, as the service is a database in which information can easily be looked up.

One of the other goals is for the new marketing department. They need to develop an outstanding brand in which they will sell all different services, including car rental, day tours, safaris and accommodations. The marketing strategy should focus on this first goal, and aim at internet marketing, but also regular marketing to attract customers. South Africans should not be left out in this strategy, since they now become a target group also. One of the marketing goals must be to get (more) business relations with bigger (non South African) companies, like in strategy number two.

Strategy number 4

This strategy focuses on integrating services with other companies. If Drive South Africa chooses this strategy they have to develop a system to share schedules with others and pursue other

organizations to share too. Like in the current situation they will be the intermediary between customers and suppliers, but with an extra feature on being able to directly book a tour. This will be unique in South Africa for an intermediary, as no other company is able to realize this service yet.

The marketing strategy should support this strategy by promoting the company as an intermediary and like in strategy number two and three Drive South Africa should get better business relationships with other companies. Without this last goal the company will not be able to survive, so the strength of their network should pay off at this point.

The target group can be as it is right now: everybody is included, as they provide a service for several kinds of tourist and inhabitants. This also leads to a diverse and wide marketing programme, including internet and direct marketing.

6. Conclusions

In order to being able to make a final statement on this research and conclude on the research question, the foundation created by the sub questions is of importance. These provide information for the decision-making process and ultimately influence in answering the main question.

The first sub question is about the company strategy and marketing strategy of Drive South Africa. Both of these are supported by the overall mission of the company; to become the best and well-known tourism organization of southern Africa. In their wish of becoming a tourist organisation able to sell more diverse products, they developed a strategy for establishing new company divisions. These are supported with dynamic websites and services. The marketing strategy is of minimal level, as well as the marketing activities.

The second question was addressed to the strengths, opportunities, threats and weaknesses of Drive South Africa, and Daytours in particular. As a result of the SWOT-analysis the critical factors could be determined. The new employees and knowledge management are related as the most negative characteristics of Drive South Africa. In the warning zone are attitude, appreciation of another's opinion, substitutes, supplier power and existing rivals. The best rated characteristics are staff, skills and strategy.

The third question investigated the different strategic alternatives for the company to choose from in order to establish as a profitable online tourism organisation. All four strategies mentioned in chapter 5 have separate benefits, separate quantifications and future goals. In deciding which strategy to choose, Drive South Africa should keep the critical factors described in chapter 4.1.6 in mind. The critical factors of Drive South Africa are their skills, staff and network to overcome the biggest hurdles, which are sharing knowledge, newly hired employees, supplier power and existing rivals. These characterise the business, but should also become an important part of the strategy. But Drive South Africa also has to think about future plans, evaluate staff and financial aids.

The last and final question to answer is the research question: "What is the right strategy for Daytours to establish itself as a profitable online tourism organization?" And given the thorough analysis of this research, I think the strategy that best suits Drive South Africa is strategy number 3; to develop all services together and focus on marketing as a total brand. And should also establish a knowledge sharing system to provide a continuous level of service and ease training new and current employees. This strategy is not the easiest one, especially the time consuming task of sharing knowledge will become a struggle in an organization which is not used to sharing those kinds of information. When they are able to overcome these problems and establish these goals, this strategy will be a good opportunity and foundation for the future.

The core competence of this strategy is to secure knowledge, and at the same time gather more information to share. By making use of their network to get in touch with more organizations, customers and partners, Drive South Africa will be able to learn from all of them. This opportunity creates the option to improve the service level, and thus improve customer satisfaction. Comfortable clients are more willing to buy, to share and recommend your service to others. These features are important to Drive South Africa's continuation as they need to overcome supplier power and existing rivals. By gaining more trust their relationships strengthen, and will increase market share as more customers are willing buy their service, as opposed to from competitors.

The marketing department has a clear goal by choosing this strategy: create a strong brand that intrigues everyone interested in visiting South Africa. Selling and marketing all services together will ease the task of the marketing department; all services are mutually reinforcing. The company will at that point be able to organize complete holidays, not just parts of tours. This service is especially attractive for foreigners with specific wishes. Drive South Africa will be able to adapt standardized tours due to their extending services which no other company in South Africa sells. This can become one of the selling points for marketing. Extending their services should therefore be a priority to the marketing department.

I believe this strategy will provide Drive South Africa a clear and define plan for the future, it will provide a foundation on which they will be able to extend their business. Selling all services at one brand can only strengthen the separate services as they will complement and refine each other.

7. Recommendations

The final conclusion does leave space for recommendations for Drive South Africa, as changing and adapting their strategy will become a huge process for this small and young company. It will also change a lot for existing relationships, current partners and clients.

Therefore I would recommend writing down all different stages in the changing process. The document will include a time schedule, goals for separate stages and the most important issues of all stages. This handbook of change will be the guiding principle and explanation for the employees; everyone will be able to look up the direction, ideas and principles. By providing this document the final goal will become clear and getting off track will be counteracted.

Another recommendation within line of this conclusion is to further investigate the customer's wishes. Extend the questionnaire, include more important parts and obtain more answers. This information can prevent investments in marketing, web services or partners, customers are not interesting in.

The third recommendation is about investing in partnerships. As the current market is stressed, it is important to invest in relationships with suppliers and other business partners. As previously stated trust and friendship are important in establishing partnerships in South Africa. Obtained trust should consequently be kept and monitored. Examples for maintaining these relationships are sending newsletters, having activities, and having drinks or dinner.

The final recommendation is to broaden their network towards other continents. This will provide more information about current customer wishes, but also contributes to selling and marketing of their products. These new organisations can directly buy services, but also introduce Drive South Africa into their network of customers and clients.

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8.2 Interviews

- Carla dos Santos, Manager Product Development, Drive South Africa (2008)
- Andre van Kets, Director, responsible for IT, Drive South Africa (2008)
- Magdaleen Louw, General Manager, Drive South Africa (2008)
- Renier van Schalkwijk, IT Manager, Drive South Africa (2008)

Annex A - Reflection

During this research process I have gained a lot of knowledge, but also experienced working in a foreign company and writing a bachelor thesis. Each of these aspects have contributed to this final report, but maybe not as good as might have been possible due to circumstances.

One of the most significant experiences is definitely being an intern in a foreign country. This differs in many ways from Dutch internships; not only the amount of workload and assigned tasks, but also the guidance.

An intern is not allowed to receive any payment from a South African company without work permit. Since these permits are seldom given to interns, only few interns are paid and thus free employees for South African companies. Because of this they do not expect much of you, but this works two-way for them. As they assign you simple tasks, not much cooperation is given in matter of your research. Trust matters in this case too; they gave me all the freedom until I started asking more serious questions about the company; their standards, organizational chart, changes in staff, management, etc. Same issue with the customer satisfaction level, which I did on their request too. They want it all, but they are afraid to open up on their organizational processes.

After all it was a wonderful, informative and special period for me. My experiences will help me understand organizational processes and cultural differences between international businesses in my future career. What I definitely appreciate.

If I should redo this research I would start with a proper research plan that should not be changed in structural way after leaving the Netherlands. A research plan is suppose to be the guidance through your project, but if that part of the project is not sufficient, guidance is lost.

I do think the current market and internal analysis are at a sufficient level, but can be extending in further investigations. A pest analysis would also contribute to understanding the South African markets, organizations and structure.

Annex B - Questionnaire

It's important to us that you found renting a vehicle from Drive South Africa as efficient, satisfying and hassle-free as possible and that our services and staff met the high standards you expected of them.

We value your comments and will use them to ensure our service is continually improved to reflect your expectations and requirements. So if you can spare a moment to fill in this simple form, we at Drive South Africa would appreciate it.

Your details and comments will be kept in strict confidence and not shared with anyone outside our organization.

1. How would you grade the ease to use the web site and to make an enquiry?

- ☐ Good
- ☐ Average
- ☐ Poor

2. Please judge the following characteristics of our consultants:

	Good	Average	Poor
Answers to your questions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Efficiency	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Friendliness	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Knowledge	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Professionalism	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

3. The collection and return of the car:

- ☐ Good
- ☐ Average
- ☐ Poor

4. What are your thoughts about the car?

- ☐ Good
- ☐ Average
- ☐ Poor
- ☐ Perfect
- ☐ My expectations were met
- ☐ The car was not of the group ordered

...

5. How would you consider our service level after returning the car; regarding payment, invoicing, etc. ?

- ☐ Good
- ☐ Average
- ☐ Poor

6. General comments about your rental:

Basic questions

7. I rented the car for...

- ☐ A holiday
- ☐ Business
- ☐ Other occasion:

(might be redundant for this question)

8. I'm from...

- ☐ South Africa
- ☐ Other country:

9. Why did you choose Drive South Africa:

- ☐ Price
- ☐ Response time
- ☐ Vehicle choice
- ☐ I've used you in the past
- ☐ Found the company by a search engine, like Google or Yahoo
- ☐ Other:

10. Would you use Drive South Africa again?

- ☐ Yes, I even recommend you to others
- ☐ Yes
- ☐ No
- ☐ No, I only rented the car for my holiday

11. The last question is about social bookmarking, we appreciate your answer:

	I've heard of	I make use of	Never heard of
Del.icio.us	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Flickr	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
YouTube	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Digg	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Facebook	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
StumbleUpon	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Thank you very much!

Annex C – Business Partners

	Name	Number of Tours	Description
1	African Eagle	11	African Eagle Day Tours, established in 1997, provides flexible touring solutions for travellers in search of organised tours and safaris . This tour company is based in Cape Town and caters for the single traveller, small groups and fully tailor-made private or group tours for half-day or full day trips in the Western Cape.
2	Aquila Private Game Reserve	3	Aquila Private Game Reserve is a luxury Big 5 safari lodge only two hours away from Cape Town, making it an excellent destination for day tours. A Private Nature Reserve since 1985, this well established destination offers a variety of exciting adventure tour activities and is home to Elephants, Lions, Buffalos, Rhinos, Giraffes, Hippo and the rare Mountain Leopard as well as various big game species.
3	Thompson's	0	Award winning travel company, Thompson's Travel, understands that a holiday is the realisation of a dream , which is why Drive South Africa has teamed up with them. Their range of amazing "must-see" day trips; includes the best of what South Africa has to offer.
4	Bok Bus	1	Bok Bus, is a tour company that has been operating since 1999. Bok Bus offers affordable tours from Cape Town to the highlights of the Garden Route . They offer adventure tours for backpackers, professionals and the young at heart.
5	Calabash Tours	2	Calabash Tours, started in 1997, is a small tour company dedicated to enriching cultural tourism that benefits disadvantaged communities and informs visitors. Calabash Tours is one of those small companies that started as an entrepreneurial dream, which became a reality through dedication, vision and commitment .
6	Cloud 9 Air Charters	5	Cloud 9 Air Charters, operating since 1999, have a base of operations in Plettenburg Bay and Lanseria Airport in Johannesburg . They are based in the General Aviation Sector at Cape Town International, with an upmarket private departures lounge for the exclusive use of their passengers.
7	Daytrippers	4	Daytrippers is a leading alternative and adventure tour operator in the Western Cape Province, specialising in bicycling trips. They have grown steadily since 1992, when they started offering day tours in the Cape Town area .
8	Downhill Adventures	12	Downhill Adventures day tour operator has been running exciting outdoor adventure activity tours throughout the Cape Peninsular since 1995. This tour company pioneered sandboarding in South Africa and strives to create definitive adventure tours with great service.

9	Fairfield Tours	6	Established in 1996, Fairfield Tours is at the forefront of day tours in the Eastern Cape. They have an office in PE, where they give their clients hands on service. Their mission is to "correctly interpret our customers' requirements and to ensure that we exceed their expectations".
10	Umkulu	0	Established in 1997, the Umkulu tour company has grown to a formidable force in the tourism industry, due to its excellent service, value for money trails and "hands on" attitude. This safari and canoe trail operator believes that "adventure" should not be synonymous with unreliability and discomfort. They endeavour to maintain a high level of professionalism and reliability on their trails.
11	Game Tracker	1	Game Trackers is an outdoor adventure tour operator specialising in game drives and elephant back safaris in the Pilanesberg Nature Reserve. This day tour operator offers a variety of exciting activities on their day tours.
12	African Ramble Charters	0	The African Ramble mission is: To provide customers with unmatched service, unrivalled flexibility, and unparalleled value. African Ramble has achieved a superb reputation for the personalised service that they offer their clients. Due to continued expansion they opened an office at Addo Elephant Park in 2006 and now offer even more highly efficient and professional services.
13	Thompson's Indaba Safaris	5	Thompson's Indaba Safaris is a wildlife safari and adventure tour operator in the Mpumalanga region of South Africa offering a variety of safari game drive day tours. They specialise in day and night open vehicle safaris in the Kruger National Park and tented safaris and tours to Big 5 destinations as well as the Blyde River Canyon.
14	Tourvest Inbound	24	Tourvest Inbound is a leading tour operator in sub-Saharan Africa that offers a complete range of travel packages and day tours. In South Africa they operate in well know tourist areas and are constantly promoting new routes, attractions and destinations in their extensive day tours network.
15	White Shark Eco-ventures	1	White Shark Ecoventures, established in 1992, was one of the first companies to offer shark viewing and shark cage diving tours in the channel at Dyer Island and is still going strong.