

MBAD822

Title

**STRATEGIC MARKETING PLAN
PORTFOLIO OF EVIDENCE**

The Security Mecca Potchefstroom

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1 EXECUTIVE SUMMARY

The point of this assignment is to do a strategic marketing plan of the Security Mecca Potchefstroom. From this, the author established what is their strengths, weaknesses, opportunities and threats by making use of a S.W.O.T analysis they went further to analyse the macro environment to see if there might be opportunities worth looking in to. He also established what Security Mecca's key success factors is and how they differentiate themselves for their competition. With this, the author created objectives and lastly created and implementation table to ensure there is somebody responsible for driving the specific tactic all these small tactics will make up the marketing strategy of the organisation.

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2 INTRODUCTION

The Security Mecca is a one-stop security solutions organisation initiated in the early 1980s in the south of Gauteng. The strategic marketing plan is devised for the Potchefstroom franchise. The business proudly offers a wide variety of security- and complementary goods from renowned brand names in the electronic security trade. The establishment provides quality goods at competitive charges as a consequence of supplier connections which have been fostered and supported over numerous years. The equipment presented is targeted at home and businesses, and although the Security Mecca Potchefstroom peddle to end-users, their key customer segments are installers contractors and security companies installing electronic security products which are offered at a reduced trade price. With amplified opposition in the industry from major competitors, the organisation has observed growth and revenues slowing over the latter of years. Critical success factors for the Potchefstroom outlet included a training centre to development of the installer contractors' segment, their in-house reparation centre and exceptional customer assistance.

Encounters the Potchefstroom outlet faces has amplified rivalry, rapid changes in technological advancement, the macro market environment of the electronic security industry, absence of adequate marketing and minimal brand visibility, limited customer segments and inadequate distribution channels. The organisation product offering includes the following; access control, garage doors and -motors, roller shutter doors and -motors, gate motors, closed-circuit television (CCTV), alarm systems, electric fencing, perimeter protection and general security equipment. The Security Mecca Head Office and its branches stand proud as assigned distributors with agreements from leading suppliers to distribute recognised brand names utilised in the electronic security industry. In addition to this, the company also offer their range of CCTV cameras and recording equipment called VAITEC with dark moon technology. The Potchefstroom franchise recognised another prospect in the market and endeavoured to develop its market reach by offering estate agencies with goods and services customised to their industry demands. The company also aimed to secure most of the share in this market by delivering specially structured prices and deals aimed at estate agencies. The Potchefstroom franchise recognised the growing necessity of product distribution and strategically amended their delivery policy so that any deliveries in the North-West and Freestate region amounting to R3 500-00 or more, would be delivered without charge. The Potchefstroom franchise launched its digital marketing

platforms in the form of Facebook and its online shop. This strategy will be further developed and improved to ensure sufficient backing for the business's marketing strategy.

3 THE NATURE OF STRATEGIC PLANNING

According to (Lamb et al., 2015) they state strategic planning is the managerial process of creating and upholding a fit between the firm's objectives and resources on the one hand, and developing market opportunities on the other side. The goal of strategic planning is long-term cost-effectiveness and development.

4 THE STRATEGIC MARKETING PLAN

According to (Sharma, n.d.) she states that an organisation should make use of its capabilities to create a mission statement which in turn should show where the organisation is planning to head. One then aligns the mission with the marketing strategy

5 THE VALUE OF A STRATEGIC MARKETING PLAN

(Lamb, et al., 2015) States that while the marketing activity can be one of the most expensive parts of an organisation, it is also one of the essential elements of an organisation. And provides direction with a written plan where the organisation should and could go.

6 THE ELEMENTS OF A MARKING PLAN

(Lamb, et al., 2015) That the marketing plan must be in a written format so that everybody knows exactly what and when to do it and most important of all how is responsible for driving the specific task. He goes on to state what components are part of a marketing plan they are as follows — mission, vision, objectives, performing situational analysis, identifying a target market and the marketing mix.

6.1 DEFINING THE BUSINESS MISSION

The Security Mecca's mission statement reads as follows;

We make your personal, home and business security our top priority by providing an extensive and affordable range of security products in South Africa. Our stakeholders are ensured of quality products and support, and knowledgeable staff providing excellent advice, to ensure peace of mind.

6.2 DEFINING THE VISION STATEMENT

While their vision statement reads as follows;

To have a Security Mecca product in every business and home in South Africa.

6.3 STRATEGIC MARKETING VALUES

Security Mecca Potchefstroom branch is pursuing to expand their customer-basis and expand to other South African geographic regions, while at the same time ensuring superior customer service and providing value-added services and quality products to its consumers. Security Mecca Potchefstroom branch will seek to integrate along the supply chain, increase client intimacy, enhance operational aspects and provide products suited to their clients' needs, to expand its business endeavours.

Security Mecca's (Head Office and Potchefstroom branch) strategy (supplying to security companies) have served them well to date. However, this strategy has now become the very thing that hinders the company's progress and continued success. Buyers are too powerful, and the threat of substitute products and rivalry is quite high. The Potchefstroom branch must branch out to other customer segments while reducing the attractiveness of switching. Brand visibility requires attention in the Potchefstroom area. Security Mecca must become a household name and synonymous with security. Installers barred the Potchefstroom branch from branding their products Coupled with the fact that the Potchefstroom branch also does not advertise in the locally, brand visibility is minimised.

Client intimacy must be enhanced by ensuring a more personal and personalised approach to clients and the way of doing business. The focus should further include

maintaining/improving customer satisfaction, -loyalty, simplify purchasing and encouraging repeat purchases.

- Pride
- Accountability
- Dependability
- Service-driven
- High Standards

6.4 IDENTIFYING OPPORTUNITIES TO UTILISE BY CONDUCTING SITUATIONAL ANALYSIS

The organisation needs to inspect the macro environment and link their core competencies which are seen as the organisation's internal capabilities, to see where there are strengths and weaknesses within the organisation as well as possible opportunities and threats outside the organisation. This was done by doing a S.W.O.T analysis (table 1), P.E.S.T.L.E analysis (table 2) and a Porters five forces analysis (table 3)

6.5 DIGITAL MARKETING

Functioning in an era now categorised by expanding technologies with the internet of things beings merely only one of them (inter-connectedness via the internet), it is with the utmost importance of digital marketing strategies. South Africa is foremost smartphone ownership and usage in Africa (centre, 2018), and the numbers carry on rising (Businesstech, 2018). This not only relates to the digital strategic marketing plan in general but aspects of the company as customer intimacy will have a significant part in driving their strategy as the Security Mecca Potchefstroom operates on the notion of making every customer feel special. There are several areas which require updates to the technology used in the industry, to support customer service delivery, but it is further essential that these systems do not operate in a vacuum and be linked to Head Office as well so that relations and practices will be enhanced.

The stock should be controlled, so that availability of products is displayed in the SecMec app and web store respectively. When orders are received via mobile platforms and in-store,

the inventory should be revised repeatedly. Clients should effortlessly trace orders that are shipped via couriers or ordered via online channels. The system should be able to notify staff when a repair or delivery is taking longer than usual so that staff can engage with their clients. Again, digitising the value chain do not only have operational value but directly influences customer intimacy. Working in an environment now characterised by growing inter-connectedness via the internet, it is essential to comprehend the significance of digitising the value chain — this does not only relate to the operating aspects of the business but also client service and as customer service is an essential part their strategy. As stated above, there are several areas which require updates to the technology used in the industry, to support customer service delivery, but it is further essential that these systems do not operate in a vacuum. Orders need to be linked, and information should be carried through the systems.

Inventory should be managed, so that availability of products is reflected in the SecMec app and online store. When orders are received via mobile platforms and in-store, the inventory should be updated automatically. Orders that are dispatched via courier or ordered via online channels should be easily traceable by clients. Products that are serviced/fixed on-site or sent away for repairs should be verifiable, not only by the business but also by clients. Reports should be readily available for management to identify buying trends, repair trends, servicing trends, warranty trends and products which frequently cause problems. The system should be able to notify staff when a repair or delivery is taking longer than usual so that staff can inform their clients.

6.6 ASSESSING THE COMPETITIVE ENVIRONMENT

The co-owners of the Potchefstroom branch are involved in the day-to-day running of the business, which equates to valuable and practical knowledge retention and transfer. In

addition to this, ownership has remained the same since the business' inception in 2006 — an on-site repair centre which is staffed to immediately address any repairs.

Staff retention ensures that the skills and knowledge gained by the workshop and repair centre staff have become invaluable. Retention of front-line staff ensure that they form valuable, close relationships with long-term clients, and this also relates to superior customer service and client retention.

Because of the close involvement of the co-owners, clients have direct and easy access to the owners of the business, should the need arise, which is valuable in terms of client service.

From (figure 2) one can see that the industry is dominated by various relatively small organisations which are called an oligopolistic market (Lamb et al., 2015) states that price-fixing is a possibility as the organisation can establish price-fixing for the industry he goes even further to state that pricing is essential in this type of market set up especially in the case of the Security Mecca Potchefstroom as products in the electronic security industry does not offer a large variety of change and organisations is mostly differentiated by what extra they can bring to the table. In the case of the Security Mecca Potchefstroom they concentrate on their service aspect to distinguish them from their competitors they do this by allowing free delivery throughout the North-West and Free state province if the order is more significant than R3500, their in house repair centre and their training centre which is currently used to train newly found installers and contractors by which they aim to develop the market even further and will ensure that market share will increase throughout the training and development strategy. One can also note from (figure2) that there are different suppliers offering different pricing and service standards the Security Mecca makes use of two separate pricing strategies like the one aimed to contractors and installers which is provided at a discounted trade price. Where the Security Mecca is mostly different to their competitors is they offer their products for the public market as well these products are sold at a higher premium than to contractors and installers this space is a space where another competition is not considering as they only supply to the trade.

6.7 MAINTAINING/IMPROVING SATISFACTION, LOYALTY AND CLIENT INTIMACY

Although the organisation has started with one sales representative that is operating the Whole of the North-West province and part of the Freestate, this is a vast area to cover for one individual. They must look to appoint two new sales representatives. The existing external sales consultant will focus on the North-West province one for the Freestate, and one for Potchefstroom be selected to take care of the current installer and security companies client bases. Elected sales representatives must be placed in areas and cover the ground where installers and security companies operate to ensure that the installation or displays are comprised mainly/entirely of Security Mecca equipment. Security Mecca's in-house service can be seen as superior, but this service does not exceed the front door, and sales are lost because Security Mecca is not represented at the point of installation. As an example, a lack of representation can be attributed to the fact that installers buy some products from them but do not increase the size of the basket as the Security Mecca is a one-stop-shop the salesperson should emphasise that the customer is reminded that they can get their conduct, insulation tape and cabling also there. The DIY market segment now being serviced from the in-house Security Mecca counter must have their in-house representative to drive sales and retain this market.

6.7.1 ENCOURAGING/SIMPLIFYING REPEAT PURCHASE

6.7.1.1 PROMOTIONS SHOULD BE HELD AT STRATEGIC INTERVALS:

- Holiday times: School holidays, Easter and Christmas – customers have holiday destinations and big companies run on skeleton staff because of holidays, which increase the need for security solutions.
- Mid-year (July/August) we see an increase in consumer spending, showing trends upwards to the December holidays. Consumers use the extra cash to secure their valuables in preparation for upcoming holiday periods. Businesses also see an increase in traffic and, accordingly, an increase in theft, which increase their need for security services and products.

6.7.1.2 REDUCING ATTRACTIVENESS OF SWITCHING:

Representatives are required to identify potential training candidates, for the Security Mecca training facility, and these to be installers must have the perception that they can only install and use Security Mecca products.

Developing a new product line, i.e. security officer clothing – the security officer market as seen in the Pestle analysis is a growing market and the officer would need clothing – when Security Mecca already services the security companies employing these officers they must ensure that the new product line is in line of these companies, where they could capture a significant share of the market by concentrating on existing security companies already buying other equipment from Security Mecca.

As technology keeps on evolving, they should investigate acquiring new innovative far superior product based on advanced technology in home automation and security. Where home automation is not only managing your house lights, music and air conditioning but also it activates cameras when persons are entering the premises, and video's this real-time to your phone for a response. Through this strategy, Security Mecca can gain a significant advantage over the existing competition.

6.7.2 ENHANCING BRAND VISIBILITY AND AWARENESS

Create a high-profile installer and security company list and brand these high-profile distribution channels and advertise them on Security Mecca social media and ads. These high-profile installers, together with the area representatives, should be walking, talking word-of-mouth Security Mecca adverts.

6.8 STRATEGIC WINDOWS

The Security Mecca has a strategic windows that can be utilized in the vacations times as most end users want to go on holiday and want peace of mind that their premises are protected that is where the Security Mecca can use these windows and ensure that they communicate a message to their clients and prospect, able customers, before they want to go on holiday these messages should be delivered in November, March and May. These

messages should be aimed at their public market and ensure that this market is also expanded as far as possible.

6.9 ASSESSING THE CORPORATE CULTURE

According to (Lamb et al., 2015) they state that “corporate culture is the term given to a pattern of basic assumptions a firm has adopted to cope with its internal environment and the changing external environment. Internally, corporate culture is connected with such issues as worker loyalty, the centralisation or decentralisation of decision-making, teamwork, initiative and problem-solving techniques.” He goes even further to state that in an external environment a corporate culture can be categorised into four types prospector, reactor, defender and analyser. The Security Mecca can currently be seen as a reactor which is not ideal

6.10 OPPORTUNITY-UTILISATION STRATEGIES

The Security Mecca Potchefstroom currently makes use of market development and diversification strategies. They make use of the market development strategy as they acquire new contractors and installers fitting the electronic security equipment or want to start to enter the market the Security Mecca Potchefstroom trains these individuals and ensures that the individuals grow in confidence and so doing grow the industry. The other strategy that they are following is a differentiation strategy they do this by providing a better service than their competitors are offering by offering free deliveries, their training centre and their inhouse repair centre.

6.11 STRATEGIC MANAGEMENT TOOLS

6.11.1 THE BOSTON CONSULTING PORTFOLIO MATRIX

From (figure 1) one can see that in the case of the Security Mecca Potchefstroom they offer a wide range of products and services and these products can be classified in different categories at this stage by the organisation their cash cow products relate to access control and alarm systems followed by star products which are electric fencing, perimeter protection and gate motors these products currently enjoys a high growth rate and the Security Mecca has a relative market share on these products. Followed by the question marks solar energy, CCTV and garage doors these products, although the industry is currently growing at an astonishing rate, the Security Mecca market share on these products are low. So, they will need to answer the question are we going to exit the market which these products or are they going to allow more funds to be allocated to these products to ensure they become market leaders. The last part of this quadrant is that the dog has a low market share, and the industry growth rate is also flat. It would be advisable to stop this product and focus on the other three.

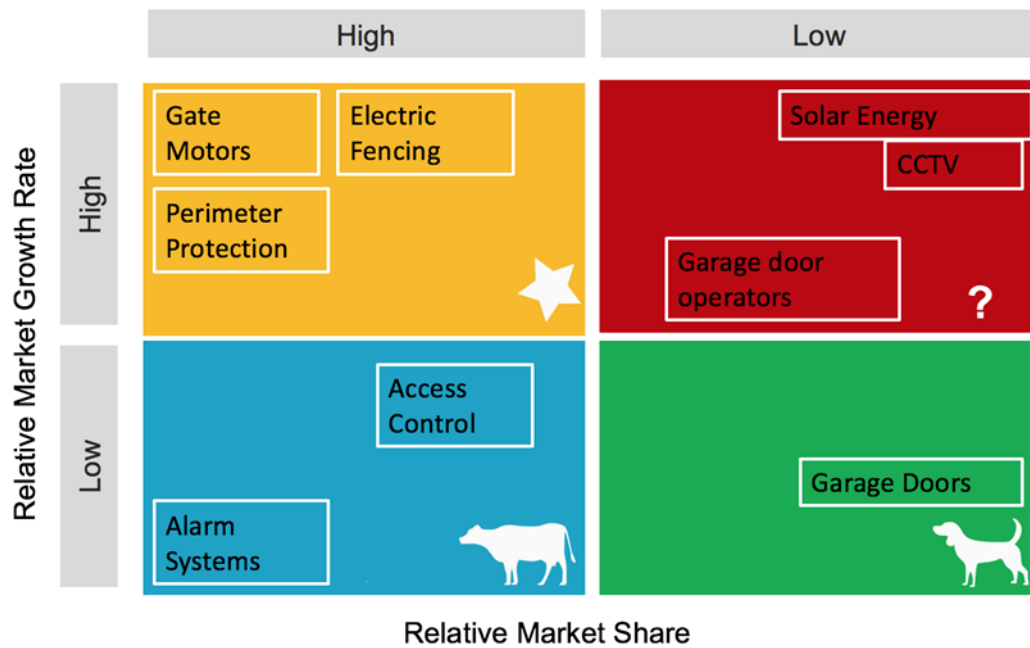


Figure 1: The BCG Matrix

6.11.2 SITUATION ANALYSIS (SWOT ANALYSIS)

Strengths	Weaknesses
• Great customer relationships. • The superior quality of product and service support provided to clients • Can react quickly to change in its surroundings as the company is not as big as the more significant competitor, so if there is a new product/service to enter	• Low-profit margin. • Smaller marketing budget compared to competitors. • Insufficient marketing. • The insufficient number of staff. • Slow-moving stock.

the market, the company can employ it first because of the low stock hold concerning opposition. • Repair centre for on-site repairs. • Specialised knowledge of the industry. • Security is a growing market. • The Potchefstroom branch has an excellent reputation. • On-site training facilities for training and empowering installers and keep the company's staff up to date. • Distributor of established and well-known brands in the industry.	• Failure to draw wealthier personal and business clients. • Keeping a wide variety of stock on hand causes losses in terms of stock that become redundant. • Rapid advances in technology, which directly affect security products. It becomes difficult for the company to stay at the forefront of these rapid changes and innovations. • The website is under-utilised as a marketing tool and does not showcase the company's rich history or the value they offer to stakeholders. • The Facebook page does not engage clients through conversations and polls, and the company does not generate original content. • The franchises have separate web addresses and different Facebook profiles, causing a distinct lack of continuity and uniformity, which are vital requirements for franchises. • The Potchefstroom branch refers clients to installers but has no way of ensuring that successful referrals result in purchases from drivers or even that the installer will buy the stock from them. • Lack of visibility and brand recognition in Potchefstroom.
Opportunities	Threats
• Black emerging market (90% of the	• Readily available, and usually cheaper,

population and growing). • Farmers and farm safety. • Free and DIY market. • Facebook and website marketing and client engagement. • To provide more advanced apps and services for our customers to use. • By getting into the home automation market • They can provide security solutions to private schools and colleges. • New technologies can allow them to improve the quality of their product offering. • They can look into security clothing, boots and bulletproof vests. • Search engine optimisation. • An electronic data management system to track repairs, trends and deliver better quality service and support. • CRM customer relationship management software • Ensure that stock levels are shown on the website.	substitute products. • Increase in competition. • Price wars. • Large, well-established security distributors, like Stafix, Regal, Elvey, Brano and The Security Warehouse are entering rural markets and providing products similar to Security Mecca's product range. • Availability of more sophisticated, attractive or cheaper versions of The Security Mecca's products. • Recession and economic uncertainty. • Globalisation.
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Table 1: SWOT Analysis

6.11.3 P.E.S.T.L.E ANALYSIS

P Political	<u>The current State Of Crime</u> South African citizens are fearful as housebreaking and burglary have emerged ahead of murder in South Africa (SA, 2019). Not only are South
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	African citizens scared they focus on their residences to secure it but also the areas around the residence is seen as dangerous, parks, play areas and even public areas. With this increasing fear resulting in South Africa's cities and businesses are wired with alarms and fortified with high walls with electric fences or barbed wire. Security guards are posted in complex buildings and public area, and thus security has become a need for South African citizens. An electronic security supply company with established footprint such as Security Mecca has a wide choice of security equipment and servicing market opportunities to choose from. <u><i>The North-West Province And South African Government</i></u> The two major competitors in the North-west area of South Africa are the ANC and DA parties. They will dictate the progress of politics and legislation in the future years 2019-2024. (Heerden, 2019) he goes on to state that the EFF and Freedom Front plus made significant strides in the 2019 election.
E Economic	<u><i>Growth</i></u> The economy is growing at 3.1 %, and avoided two recessions (Magubane, 2019). The private security industry has gained an increase in new registered security companies and officers. The number of active officers has grown by an astounding rate as of late. (Chronicle, 2017) The opportunity exposed here is the fact that security officers need clothing and accessories, which could bring a new market to Security Mecca, as a one-stop-shop, diversifying products to security clothing. <u><i>Unemployment</i></u> According to Trade economics, the rate of unemployment has grown to the highest mark since 2017 in South Africa, currently reflecting 29.1% with the figure is up from the first quarter of 2019 from 27.1%. The rate is expected to rise even more by the first quarter of 2020 to 29.4%. (Economics, 2019)With this forecast, even more, South Africans would be jobless; this could escalate the crime rate accordingly in the future.

S Social/Cultural	<u>Society</u> Security systems are present in so many diverse businesses, from government, industrial operating businesses, schools, estate areas and buildings with a lot of occupants, where people work, play and sleep. More prominent complex organisations might even pay for security services by contract from organisations specialising in security and protection systems and services. (Garcia, 2019) <u>Consumer attitudes and opinions</u> Security Mecca portrays an image where the customer's interest comes first, the personalised services that the company inhabits are to support this interest. The customers' concern about his security is addressed in each sale made as each transaction is based on personal merit. <u>Buying patterns of consumers</u> End consumers are often victims of crime which upgrades their immediate parameter into a safer environment. Security Mecca primarily focuses on security companies and equipment installers which are the distribution channels to the end-users
T Technology	<u>New Technology</u> The electronic security industry sees rapid changes in the technology of the equipment. And the Security Mecca should ensure that they remain relevant in this regard.
L Legal	Security Mecca delivers to government and mining institutions through installers and customer security companies. Thus they are not direct suppliers, and they do have B-BBEE status, to in this way enabling their customers to better their B-BBEE rating and helping their score in entering tenders. <u>Labour Law</u> Security Mecca adheres to and complies with the Labour Law and Employment act of South Africa. They have outsourced and acquired the services of Orton Labour Consultants to carry the Security Mecca employee's needs; they specialise in Human resource administration, Labour relations and Psychometric testing.

E Ecological	The ecological environment identifies the relationship between businesses and the environment that this business operates in. <u><i>Drought</i></u> the drought in South Africa continues, and the rains have not been sufficient enough for restrictions on water usage to be lifted in some provinces. (News, 2019) <u><i>Rhino Poaching</i></u> Per save the rhino, as known as the Rhino poaching in South Africa has not only gotten out of hand but escalated that anti-poaching units are seen as security systems. (Rhino, 2019) <u><i>Eskom</i></u> Eskom has started to implement stage two load-shedding (Retief, 2019) <u><i>Going Green</i></u> In The Security Mecca percentage of sales on products, we see 1.97% are from sales of batteries, these batteries when used and depleted should be disposed of and per E-waste legislation in South Africa, the South African Constitution establishes fundamental environmental rights including the right to an environment that It is emerging not impact human health negatively. Chromium is used in the manufacturing of electronic equipment, where it is harmless to nature in its natural substance when used in the production of electronic equipment, it results in compounds which are toxic and harmful to humans and the environment if not disposed of correctly. “E-waste makes up to 5%-8% of municipal solid waste in South Africa” (Mzekandaba, 2015) Thus, Security mecca offers a free service disposing of used and depleted batteries and other equipment of their own and their customers, by ensuring disposing of is done at recycling plants. They take environmental responsibility.
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Table 2: PESTLE Analysis

6.11.4 COMPETITIVE ANALYSIS

One can see from this visual representation that the Security Mecca has two pricing strategies and where their competitors only allow for sales to the trade segment at a discounted price where the Security Mecca covers a public market as well aimed at the end-user directly.

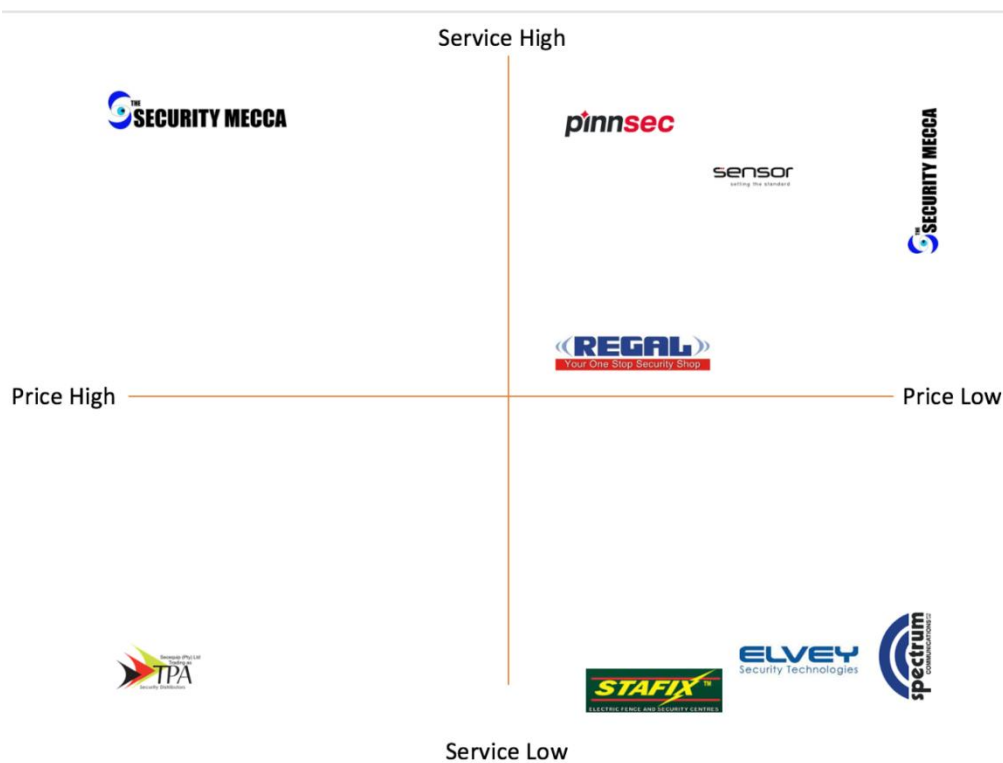


Figure 2: The COMPETITIVE ANALYSIS

6.11.5 MARKET OPPORTUNITY ANALYSIS

The market opportunity analysis is a process to determine possible opportunities to establish whether they are viable options or not.

According to (Nayor, 2017) she states that six main questions need to be answered when doing a market opportunity analysis they are as follows;

1. What type of opportunity is this?

It is an exciting opportunity the Security Mecca ensures that their service aspect of the organisation provides them with a competitive advantage over their competitors.

Although the customer segment, which is aimed at public sales are an unmet need as the competitors of the Security Mecca Potchefstroom does not offer products to this segment.

2. How are people meeting this need today?

The industry is currently met with direct competition to the trade within the sector (security companies, contractors and installers).the products are very undifferentiated which makes it easy for substitute products to enter the market customers to the Security Mecca are seldom bothered by a brand name of a specific product.

3. Is another company already filling this need?

Yes

4. If so, how can the Security Mecca Potchefstroom differentiate themselves from the competition?

Companies are offering this need, but they do not provide delivery, repairs or training. Their competition also does not supply equipment to the end-user market

5. Is this opportunity financial viable?

The Security Mecca Potchefstroom covers the whole North-West province and a large part of the Freestate province this strategy offers free delivery from the Potchefstroom branch, and they would have to look to open offices in Welkom, Vryburg and Rustenburg and use these branches as a distribution network.

6. What external factors should be considered?

With the electronic security industry, the technology can become redundant quite quickly; they will need to anticipate this and ensure that they do not hold stock into large quantities.

6.11.6 PORTER'S FIVE FORCES ANALYSES

BE Barriers To Entry	<i>High</i>	Capital requirements are relatively high, and for a company to be competitive in the market, they must avail themselves of economies of scale in terms of stock on hand. Further to this, to be competitive, a distributor must function as a one-stop-shop, which further influences capital requirements and economies of scale. Therefore the pressures of new entrants are relatively low. Given South Africa's crime rate and poor performing police services, the security equipment market provides excellent opportunities for growth. As such, the industry attracts increasingly more competitors looking to achieve profits, thus diluting profit margins and raising a barrier to entry. Another barrier to entry is the requirement to have a wealth of technical knowledge, which takes much time to transfer to employees through training. There are well-known brands within the industry, but consumers tend to be unbiased towards the brand they use. They don't usually care which brand name gate motor (as an example) is installed, as long as they have a gate motor that functions.
SP Supplier Power	<i>Low</i>	Buyers are more concentrated than suppliers and suppliers offer similar products. Suppliers, especially from China, also compete in local markets and prove to be more cost-efficient than locally produced products. Competition is fierce amongst suppliers, which mean that switching costs are relatively low for buyers and substitute products are readily available and easy to acquire. Buyers are price sensitive and very well-educated regarding products, which further contribute to the low supplier power. The company purchase stock in large quantities which provide them with economies of scale and ensure that these savings are passed down to the customers. The company run their stock levels between R1.6mil and R2mil to ensure stock-

		outs are kept to a minimum. The threat of forwarding integration is higher in recent years, with many suppliers aiming to expand their reach and footprint within the market. However, coupled with the other factors, this threat alone is not yet enough to make suppliers powerful in the market.
BP Buyer Power	<i>High</i>	As the company mainly supplies to installers of security equipment, the company deals with buyers who are well-educated, price-sensitive and concentrated. Products are primarily undifferentiated, and because of buyer power and fierce competition, switching costs are low. There is a genuine threat of backwards integration from buyers, coupled with the fact that installers (the buyers) themselves have low-profit margins, which make them very price sensitive. It can, therefore, be seen that buyers can yield significant power and exert pressure on companies within the industry for quality products at lower prices and excellent client service and support.
TS Threat Of Substitutes	<i>High</i>	Substitute products include guard dogs, security guards, building higher walls and fences, maglock systems and steel fencing. Other substitutes may consist of moving homes or premises' to more safe or secure locations or areas with lower crime rates. The increase in security complexes can also decrease the need for individuals to procure security equipment. This means only one sale is made to the complex and not to individuals residing in the complex. Presiding in such a complex might provide a sense of safety, thus reducing the need for additional security equipment.
RI Rivalry	<i>High</i>	Rivalry within the industry is fierce, as established companies fight for more/majority market share while simultaneously trying to keep new companies from entering the marketplace. Established and larger companies retaliate very aggressively in terms of pricing, as well as targeting competitors' market. Large, multi-national companies are also entering the local market (e.g. FAAC acquisition of Centurion Systems), which further intensifies rivalry as companies fight to keep or even regain lost market share.

		The industry consists of numerous competitors, the majority of which are of equal size or market share. Industry growth has been slowing, and the products are primarily undifferentiated which further increase rivalry. Brand loyalty does not play a significant role in terms of products, and switching costs are low. The influence of new technology, especially the rate at which technology develops new and improved products, increases the level of competitiveness of industry participants. The speed at which the company and its competitors can adjust to changes in technology can determine whether the company can utilise market growth before its competitors.
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Table 3: Porter's Five Forces Assessment

6.12 COMPETITIVE ADVANTAGE

As the Security Mecca is smaller in stature regarding its competition, they cannot compete on price. That is one of the reasons why the security Mecca focuses more on the service aspect of the organisation to compete on. They have experts in CCTV, electric fencing, gate motors, electrical and alarm system. This expertise allows them to give better service to their clientele.

6.13 SETTING MARKETING-STRATEGY OBJECTIVES

- The Appointing of additional external sales personnel.
- Customer Loyalty
- OFM Radio add
- Facebook
- Website
- Client intimacy
- Making sure the dog and question mark products are addressed
- The viability of the security guard clothing sector.
- Enhancing brand visibility.
- Viability of home automation.
- The viability of the solar sector.

6.13.1 TARGET MARKET STRATEGY

Current markets - DIY, installers and security companies who are already clients should be nurtured, and loyalty is pursued through loyalty programme strategy and guerrilla attacks.

New Markets – farmers, drones for perimeter security, security clothing clientele, estate agents, students, new homeowners, automation products.

Redundant or slow-moving stock should be promoted radio and did you know campaign to be launched: Due to fact that technological advances in the industry make it difficult with

redundant stock, stock control would need to be implemented so that slow-moving inventory can be moved to branches that need it and levels are kept before changes in the technology occurs.

Advert on the radio telling clientele to like and share the Security Mecca Facebook page, counting on 500x people sharing and wanting to 10 people and stand a chance to win an R5000 voucher.

Then at the 5000x likes and shared Facebook, new advert to be launched “did you know combined with safety tips”, where all excess or slow-moving stock is flashed.

Target Market and Segmentation

Critical sections which require attention to ensure effective implementation:

- Target Market;
- Specific actions to be taken for each of the 4P's;
- Person/s responsible for each activity;
- Timeline for the events.

The target market to be pursued

Current markets - DIY, installers and security companies who are already clients should be nurtured, and loyalty is pursued through loyalty programme strategy.

New Markets – farmers, drones for perimeter security, security clothing clientele, estate agents, students, new homeowners, automation products, to be pursued with Guerrilla attacks, Flanker and Leapfrog strategies.

Redundant or slow-moving stock marketing radio and did you know campaign to be launched: Due to fact that technological advances in the industry make it difficult with redundant stock, stock control would need to be implemented so that slow-moving inventory can be moved to branches that need it and levels are kept before changes in the technology occurs.

Advert on the radio telling clientele to like and share the Security Mecca Facebook page, counting on 500x people sharing and wanting to 10 people and stand a chance to win an R5000 voucher.

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6.13.2 POSITIONING STRATEGY

The Security Mecca must position them in such a way that they work towards their strengths their strengths include

6.14 FORMULATING THE MARKETING MIX

6.14.1 PRODUCT

(Perner, 2018) States that there are several forms of products, but for consumer products, there are two categories namely convenience goods, shopping goods and speciality goods. He goes even further to state that convenience goods are goods that are expected to be in stock where shopping goods is more aimed end-users where customers are more willing to invest a great deal of time and hence stock availability is not as important as in the case of convenience goods. Whereby speciality items are items sold in a specific niche market, as in the case of the Security Mecca their products can be seen as a combination between speciality and convenience goods as contractors and installers expect products to be in stock and ensure availability. Due to the fact, the electronic security industry is ravaged by

rapid technology advancements the Security Mecca Potchefstroom has to ensure that their products do not become redundant. From their vast range of suppliers, they can ensure that the latest technology is acquired at the best possible quality. As from (figure 1) one can see that the Security Mecca has a wide range of products and as well that there are a few product lines that their market share will need to be increased. These are the question mark part on the BCG matrix in the Security Mecca's case it will be in the form of CCTV, solar energy and garage door operators these products must be inspected going forward and assess if more funds should be allocated, better product lines should be found, or the expertise necessary in these product segments are lacking. In the case of the dog also from (figure 1) which is the garage doors, it will be advisable to stop this line or at least stop stocking this product if a customer does need it it can be ordered.

6.14.2 PLACE/DISTRIBUTION

Clients can access products and services by:

- Visiting the store in du Plooy street, Potchefstroom;
- Ordering online for in-store pickup or via courier delivery.

Security Mecca Potchefstroom's distribution channels allow them to deliver products anywhere in South Africa, though the Potchefstroom Branch's clients are mainly based in Potchefstroom and, to a lesser extent, the rest of the North-West province.

The Potchefstroom Branch also own three company vehicles, which are used for product deliveries.

Selling via online channels should be focused on and incentivised. The Security Mecca App could prove to be a significant source of competitive advantage, and implementation thereof will inevitably require some incentivising via app-only deals and specials. This also holds for the website. This also relates to superior customer service and ensuring ease of access to products and services.

The Security Mecca make use of a trade discount to installers, contractors and security companies. These discounts ensure that these installers, contractors and security companies act as agents for the Security Mecca. This is an indirect distribution strategy as they supply products that need to be installed at an end user's premises. According to an

article posted by (Bhasin, 2018), she states that there are five distribution strategies they are as follows; indirect distribution, direct distribution, intensive distribution, selective distribution, exclusive distribution. Although the Security Mecca does sell to the public end-user market directly, this accounts for ten per cent off their turnover they need to establish their online shop and allow specials that can only be utilised at the online shop and try to increase the presence this will be part of the direct distribution strategy. Although the security Mecca works throughout the North-West and a large part of Free state province this strategy is not ideal as installers, contractors and security companies want and need stock availability

6.14.2.1 LOCATION DECISIONS

The Security Mecca took a few considerations when they wanted to determine which location or locations would be the best suited for them to ensure that their distribution is throughout The North-West and Free state provinces they did this taking the nr of possible

Nr of companies	nr competitors	Current customers	distance from Potchefstroom	rating	Town
12	3	5	50	6.94444	Klerksdorp
8	3	1	206	8.58333	Welkom
12	4	3	141	8.8125	Rustenburg
5	2	3	55	16.5	Carltonville
5	2	3	56	16.8	Fochville
5	2	4	50	20	Parys
8	2	4	143	35.75	Lichtenburg
3	2	2	135	45	Kroonstad
3	2	1	278	46.3333	Jan Kemp Dorp
					Scheizer
2	2	1	195	48.75	Reneke
2	2	2	100	50	Bothaville
2	1	2	50	50	Ventersdorp
7	2	4	197	56.2857	Mahikeng
2	2	1	228	57	Christiana
3	2	2	178	59.3333	Bloemhof
4	2	4	129	64.5	Wolmaransstad
5	2	3	260	78	Zeerust

Table 4: Location of decision

customers, competing firms, current customers and the distance from Potchefstroom and created a visual presentation these three Klerksdorp, Welkom and Rustenburg are the three locations they will consider.

6.14.3 PRICE

The Security Mecca base their prices on the recommended selling price given through by the various suppliers this allows them to sell the product at the same pricing if the customer would buy it directly from them. The business cannot compete on the lowest pricing. The current system that the Security Mecca follows is a cost-plus system they get the product from suppliers and add a certain percentage on to it as a mark-up the various suppliers recommend this mark-up. As the Security Mecca Potchefstroom is a franchise to change the pricing is almost impossible although what they can do is to run short term special's over a short period of time this should be near the holiday seasons in November, March and June. although the Security Mecca buys in bulk as they are a wholesaler in the security industry their current economies of scale in the business makes it impossible for them to compete on price with major/global companies entering the market. However, the Potchefstroom branch can utilise their loyalty program, whereby clients can gain discounts based on volumes bought from Security Mecca. This aims to ensure repeat purchases. The Security Mecca offers a trade discount as mentioned earlier

6.14.4 MARKETING COMMUNICATION (PROMOTION)

6.14.4.1 ADVERTISING

The security Mecca Potchefstroom started by advertising in the local newspaper after a short, unsuccessful stint they opted not to continue. From 2016 the Security Mecca Potchefstroom has been communicated their message on Facebook and started to introduce the online shop. Now the Security Mecca is currently offering their news via the radio platform in the form of OFM. They first started with a North-West package, and now they also opted for the more significant option to communicate their message in the North-West, Freestate and Northern-Cape provinces.

6.14.4.2 PUBLIC RELATIONS

As technological advances bind the Security Mecca, they should look to donate the redundant electronic security technology equipment to institutions that need it this can play a part of their social responsibility to help the community exchange for a newspaper ad that they state that the security Mecca Potchefstroom donated this equipment free of charge. This can ensure that there is a positive image that is portrayed outside besides of an add people relate better to should advertising as it is neutral and is not scripted by the Security Mecca and hence is more believable.

6.14.4.3 PERSONAL SELLING

According to (Kukreja, 2019) she states that there are several strategies when it comes to personal selling they are as follows; Call Rates, Percentage of Calls on Existing and Potential Accounts, Discount Policy, Percentage of Resources Targeted at New and Existing Products, Percentage of Resources Targeted at Different Types of Customers, Improving Customer and Market Feedback from Salesforce and Improving Customer Relationships. The Security Mecca Potchefstroom makes use of an external sales representative and two inhouse counter salespeople as the industry is uncertain due to rapidly changing technological advances as customers are more likely to change equipment more frequently the sales team needs to ensure that they increase the frequency that customers is visited and contacted and ensure that customers are aware of any new product developments. The security Mecca should ensure those customer relationships are maintained and that customers are satisfied in every regard and if there are problems the external sales consultant should take these issues up with management and get it resolved.

6.14.4.4 SALES PROMOTION

According to (Guta, 2018) she states that there are 13 possible sales promotion strategies they are as follows; significant discounts, special prices, gifts and giveaways buy one get one free, reward points, limited-time promotion flash-sales, holiday promotions, seasonal promotions, exclusive events & promotions, first-order discount, free shipping, coupons and competitions. The Security Mecca can look into rewards systems and increase their customer loyalty which will ensure repeat purchases they can use this, especially to promote their online shop. They can provide to launch promotions on holiday seasons as end-users are going away and need their premises secured. They also already offer free delivery if the order is over R3500.

6.15 IMPLEMENTATION, EVALUATION AND CONTROL OF THE MARKETING PLAN

In the organisation, there are two owners, and the responsibilities will be divided between them

Objective	Whom is responsible	When should the objective be completed	regularity
External sales personnel	Willie	2020/04	Weekly with reports and updates
Customer loyalty	Deon	2020/01	fortnightly
OFM Radio add	Willie	2019/11	Quarterly
Facebook	Deon	2019/11	Daily
Website	Deon	2019/11	daily

Client Intimacy	Deon	2019/11	daily
Reviewing of products	Willie	2020/01	weekly
Viability of security clothing	Willie	2020/01	quarterly
Enhancing brand visibility	Willie	2020/01	quarterly
Viability of home automation	Willie	2020/01	quarterly
Viability of the solar sector.	Willie	2020/01	quarterly

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