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SOLEMN DECLARATION – PORTFOLIO OF EVIDENCE

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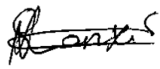
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I N G Banda declare herewith that the assignment which I herewith submit to the North-West University as partial completion of the requirements set for the MBA degree is my own work.

Signature of student  Student number 33203148

Signed at Witbank this 9th day of November 20 20

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1. INTRODUCTION

Mpumalanga Domestic and contract cleaning Services is a 100% female black owned cleaning company located in the town of Emalahleni in Mpumalanga province, South Africa. The business was started in 2010. It is a company whose cleaning services are insured, this means that should there be any damages to the building or the contents thereof during the cleaning service or resulting from the cleaning service, they are eligible to claim the for the damages from their insurer on behalf of their client.

Mpumalanga Domestic and contract cleaning Services caters to the different sizes of customers ranging from small households, small offices, schools, government building to large industries like mining industries and manufacturing plants. Those market sectors are industrial, commercial, and residential customers. The company has 3 directors, a part-time clerk, and employs twenty employees on a long-term contract of five years and about 200 seasonal employees, those seasonal employees varies depending on the contracts in place.

With the company offering services to different sizes of clients based on the market need it is thus segmented into different categories and those categories are, office cleaning, deep cleaning, after event cleaning, move in move out cleaning, industrial and warehouse cleaning, window cleaning services, Pest control, upholstery and carpet cleaning. MP Domestic and contract cleaning Services has different market mix. This means that they do household spring cleaning, daily office cleaning, and heavy-duty industrial cleaning.

The household or residential cleaning is done as per the appointment done by the clients who phone the Mpumalanga Domestic and contract cleaning Services offices to schedule the cleaning or use the business app to do online booking for a house visit. The office cleaning and industrial cleaning clients sign a service term contract with Mpumalanga Domestic and contract cleaning Services and are serviced under the terms of such a contract.

2. THE MISSION STATEMENT

Mpumalanga Domestic and contract cleaning Services offers professional and most trusted cleaning services for all residential, commercial, and industrial property of any size. To become a significant Cleaning Service Solution Provider and to build and maintain long-term client relationships, with a competitive and excellent cleaning service. From a broader perspective, our goal is to be a leader in the provision of professional cleaning service solutions to our clients

We are the most effective and efficient cleaning service company in Mpumalanga and pushing to expand the services countrywide. Our workmanship is high skilled thus ensuring high-quality results.

3. MARKETING OBJECTIVES

Marketing objectives are a brand's defined goals. They outline the intentions of the marketing team, provide clear direction for team members to follow, and offer information for executives to review and support. Marketing objectives are a pivotal part of a marketing strategy in any business or organization that seeks to penetrate and dominate the market (Rossiter *et. al*, 2018)

Like any other business that seeks to penetrate the market and not only get new clients but establish a growing and satisfied customer base, Mpumalanga Domestic and contract cleaning Services has marketing objectives derived from their mission statement

- Offer professional and most trusted cleaning services countrywide
- The most effective and efficient cleaning service company in Mpumalanga
- To ensure customer satisfaction
- The company aims to maximize customer satisfaction

4. SWOT ANALYSIS

This part of the marketing plan provides an internal analysis, also known as the resource, based view of Mpumalanga domestic and contract cleaning services. The process takes an inside out perspective of the business by looking at the company's competitive advantage (Thompson *et al.*, 2017). The internal environment represents the strategic arena that is under full control of the leadership and management of the organization (Ungerer *et al.*, 2016). There are various tools used by strategists to analyze an internal environment. The most popular tools according to Thompson *et al.*, (2017) are the VRIO test, SWOT analysis, value chain analysis, benchmarking, and competitive strength analysis.

In analyzing the internal environment of a business, it is critical to first identify the type of resources that an organization possesses. Thompson *et al.*, (2017) require an organization to identify capabilities that enable them to perform their activities proficiently. A distinction should be made between tangible and intangible resources. Likewise, the resources of Mpumalanga domestic and contract cleaning services were identified and classified according to the different categories which will be discussed below.

4.1 Internal Strengths And Weaknesses

The internal strengths and weaknesses of a company is what the company has control over and can change them. Knowing the company's strengths and weaknesses gives the company owners a better understanding of the company and how it functions. Knowing the company's weaknesses gives the owners or company leadership a clearer understanding of things that may be holding the company back and understanding those things that are holding the company back will then assist in working around finding ways to not let the business weaknesses pull it behind (Phadermrod, *et.al*,2019).

4.1.1 The History Of The Firm Including Sales, Profits, And Corporate Philosophy

A corporate philosophy expresses the business values and the value the products and services give to the target or potential customer. The corporate philosophy expresses the "why" of the company instead of the "what." It explains why the business is offering the services that offer and not the details on the services it offers (Maagaard *et. al*,2019). For Mpumalanga Domestic and contract cleaning Services, the corporate philosophy is not explicitly communicated in their platforms and brochures, the business only communicates on the different cleaning services they offer and the products they use on their cleaning assignments.

- **The corporate philosophy**

The corporate philosophy of Mpumalanga Domestic and contract cleaning Services is their weakness as it is not clearly articulated and this works to their disadvantage as most potential clients need to understand why did the company embarks on the cleaning business, besides the profit-making goal.

- **The business Sales and Profits**

Heath and Goksu (2017) indicate that the financial stability in any business is the internal strength of that business. Financial stability compounds to grow profits. Lenders, investors, and employees are more willing to deal with financially stable businesses upon favourable terms. These favourable terms allow for growth, more profits and greater stability.

Mpumalanga Domestic and contract cleaning Services has been operating since 2010 but looking at the past three years of financial performance in table 1 below, it gives a picture of the market areas where the business receives the constant income. Table I indicates the revenue contribution in percentage form the three market sectors that are services by the Mpumalanga Domestic and contract cleaning Services.

From table 1 below it is indicative that the financial strength of Mpumalanga Domestic and contract cleaning Services comes from mainly the Industrial customers, this is because the business has got long term contracts with those clients, this is then followed by the commercial clients who contribute an estimate of 30% of the business annual revenue.

The residential customers are the weakness of the business and this is because there are no contractual agreements. Those clients are on a one-off and there are months whereby there is no service request from the clients. The peak months for those clients are mostly December when individuals are preparing for festive and in January when most apartments and rental properties are being occupied by new tenants.

NB: The financial information on table 1 below is the percentage estimation indicating revenue contribution to the business

Industrial Cleaning: Accounts for 50% of the business annual revenue.				Commercial cleaning: Accounts for 30% of the business annual revenue				Residential/Domestic cleaning: - Accounts for 20% of the business annual revenue			
% of income per customer for the past three years				% of income per customer for the past three years				% of income per customer for the past three years			
Customers	2017	2018	2019		2017	2018	2019		2017	2018	2019
Power utilities	25%	20%	29%	Public office blocks	12%	13%	12%	Homes	3%	4%	2%
Mining	15%	13%	16%	Schools	6%	3%	0%	Apartments	7%	5%	4%
Manufacturing	10%	17%	10%	Hospitals	12%	14%	18%	Rental Properties	10%	11%	12%

Table 1: The past three years of financial performance and %revenue of the business from the different customer

4.1.2 The Business Resources

- **Human resources, skill, and experience**

The business has three directors who are co-owning it.

The first director has a master's degree in environmental science, the

The second one has an MBA and experience in financial management.

They also have a cleaning technician

With the above resources and experience, this then translates to the internal strength of the company. With the company servicing industrial clients who are operating under the department of environmental affairs license and are expected to adhere to all legal requirements, the director who has an environmental science qualification brings that expertise to the company. This then ensures that the cleaning services that are offered by Mpumalanga Domestic and contract cleaning Services are aligned with the expectations of the environmental license.

The cleaning technician ensures that all tools necessary for cleaning, especially the industrial tools are the correct ones.

Due to the nature of the services offered by Mpumalanga Domestic and contract cleaning Services and the fact that they work on short to medium term contracts. The business does not keep permanent employees in their payroll. Except the business owners, the human resources are recruited on short term contractual agreements based on the business needs, therefore, the business hires the employees as per the contracts they have acquired.

- **Business physical and intellectual assets**

To honour their contractual obligation and to have a competitive edge over the other cleaning companies in Mpumalanga, Mpumalanga domestic and contract cleaning services own the following plant cleaning equipments:

- 15 heavy-duty vector trucks for sump and heavy-duty cleaning.
- 20 Top quality floor scrubber truck
- 30 hoover vacuum cleaners
- Three company private vehicles
- The business brand

However, the following physical and other assets are hired as and when the company needs them and when they acquire a cleaning contract with a new client or when their current heavy-duty equipments fail.

- Two heavy-duty trucks
- Rented Office blocks

Internal strength	Internal weaknesses
Company history and background	corporate philosophy
	sales, profits,
The business resources	
• Human resources, skill, and experience	• Business physical and intellectual assets

Table 2: Summary of the internal strength and weaknesses

4.2 External Threats And Opportunities

PESTLE Analysis

PESTLE analysis is commonly used in opportunity and threat assessments for international marketing strategies and plans. It adds more flexibility to classifying categories for opportunity and threat assessments. Thus, it may be useful in helping to expand your thinking about the broad range of external factors where opportunities and threats can occur.

PESTLE stands for political, economic, social, technological, legal and environmental factors. Political factors include government regulations and taxation. Economic factors include inflation and economic growth rates. Social factors include the demographic factors used for market segmentation. Technological factors include societal access to technology such as Internet usage. Legal factors include the laws and legal system as these affect commercial transactions. Environmental factors include issues such as climate change and the extent to which environmental issues affect consumption practices.

Mpumalanga Domestic and contract cleaning Services as a business is operating in a global platform whereby there are threats and opportunities. Table 3 below indicates the threats and opportunities for the business.

Opportunities	Threats
• Demographic The changing nature of families whereby both parents are employed and there is a need for cleaning services from an external service. Most industries and public entities are relying on the services of private businesses to do all cleaning activities in their premises. • Social Mpumalanga, especially Emalahleni where the company is based is an industrial town, where 70% of the female population, where most of them are mothers and wives are employed in the formal and informal sectors. This means that they do not have time to do cleaning in their household. This then is an opportunity for Mpumalanga domestic and contract cleaning services to close that gap and do the cleaning on behalf of those women.	• Demographic Due to the covid-19 that resulted in job losses, this means that more women are now staying indoors and this poses a threat in terms of the demand for residential cleaning services. Most companies have their employees working from home, which is a business threat to the cleaning services. • Social The threat to the business as far as the social lifestyle is concerned is that most people still believe in doing the cleaning themselves. In African communities, which are the 60% population in Mpumalanga, a woman still does the cleaning, and it is taboo for a woman to hire the cleaning services.

• Political, legal, and finance The business of cleaning does not need a huge start capital since at the initial stages, especially with residential customers, which is where Mpumalanga domestic and contract cleaning services started. On the political side, with the current political standing and the BBBEE requirement from government, it is an opportunity for Mpumalanga domestic and contract cleaning services. The business is a 100% female black owned and getting businesses from private and state owned enterprises is not a challenge as far as meeting the BBBEE	• Political, legal, and finance Cleaning services in big industries entails having to adhere to the National environmental management act, which promotes the right to non-harmful environment. If this act is not adhered to by the cleaning company this might result in failure to get businesses with companies that are governed by this act. Adhering to the act, means more processes for the business, which then means more extra costs.
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Table 3: External Threats and opportunities

5. COMPETITIVE ADVANTAGE

According to Udriyah et.al (2019), competitive advantage refers to aspects that allow a business to produce goods or services better or more cheaply than its competitors. These factors allow the productive entity to generate more sales or superior margins compared to its competitors. Prajogo *et.al* (2016) goes on to explain that cost-competitive advantage is when a business can use its skilled employees, low-cost raw materials, controlled costs, and efficient operations to create maximum value to customers. Competitive advantage is what makes the business products or services more wanted by clients than that of any other competitor and it can be broken down into comparative advantages and differential advantages. Comparative advantage is the business ability to produce something more efficiently than a competitor, which leads to greater profit margins. A differential advantage is when a company's products are seen as both unique and of high quality when compared to the competitor(Annarelliet.*et.al*,2020).

The importance of possessing a competitive advantage

A competitive advantage distinguishes a business from its rivals. It contributes to higher prices, more clients, and brand loyalty. Establishing such an advantage is one of the most important goals of any company. A competitive advantage must be impossible to duplicate and if it can be duplicated then it is not a competitive advantage. Some examples of a competitive advantage are access to new technology, which for Mpumalanga Domestic and contract cleaning Services, the advantage in technology are their current tools they are using for cleaning especially the commercial and industrial cleaning. The high tech and high pressure cleaning and vector trucks they use for their industrial customers gives Mpumalanga Domestic and contract cleaning Services that competitive advantage over their competitors.

The cleaning business is one that it is not difficult for new businesses to enter it as it does not require much scarce skills. However, the .

The line of business that Mpumalanga Domestic and contract cleaning Services is in, which is cleaning service, at phase value it is not a technology-intensive business. Thus, this means that it is easier for new and upcoming entrepreneurs or businesses to penetrate the business. This then requires the business to go the extra mile in terms of the quality of their service to ensure that they outplay their competitors and have that leverage over them.

As far as the competitive advantage is concerned the Mpumalanga Domestic and contract cleaning Services is leveraging amongst others on the following to ensure they have the upper hand compared to their competitors:

- The business leadership skills seeing that in their leadership they have a cleaning technician, an environmentalist, and an MBA graduate
- It is a company whose cleaning services are insured, this means that should there be any damages to the building or the contents thereof during the cleaning service or resulting from the cleaning service, they are eligible to claim the for the damages from their insurer on behalf of their client.
- The heavy-duty specialized equipments that they use for their industrial customers.
- Mpumalanga Domestic and contract cleaning Services do a sample cleaning for their commercial and industrial clients before they can enter into a contractual agreement, this initially looks unnecessary cost however this is the loss on the sale as a marketing and proof-of-concept expense. This also gives the customers assurance of what they are signing up for when they enter into the contractual agreement.

6. MARKETING STRATEGY

6.1 Target Market strategy

A marketing strategy helps you create products and services with the best chances of making a profit. This is because marketing strategy starts with marketplace research, taking into consideration your optimal target customer, what your competition is doing and what trends might be on the horizon (Chernev,2018).

By developing relationships through effective marketing, companies can engender trust and admiration among their prospective customers. Credibility can be established, which extends beyond business transactions and helps to further develop a company's brand.

Due to the different market that Mpumalanga domestic and contract cleaning service is targeting and the one they are already servicing, there are different platforms the business is using to market themselves and those platforms are internet, the social media, specifically Facebook, distributing brochures in malls and to motorists and at the different industries and offices. Through those different platform's customers can get information on the different services offered, how they are packaged, the price range and frequency of each service.

6.2 Market Mix

The marketing mix refers to the set of actions, or tactics, that a company uses to promote its brand or product in the market. The 4Ps make up a typical marketing mix - Price, Product, Promotion and Place. ... Pricing can also be used a demarcation, to differentiate and enhance the image of a product.

Mpumalanga domestic and contract cleaning service is servicing the three different market sectors which are industrial, Commercial, and residence as indicated in table 4 below.

Different Market sectors serviced by Mpumalanga domestic and contract cleaning service:

Industrial Cleaning: 50%	Commercial cleaning: 30%	Residential/Domestic cleaning: - 20%
Power utilities	Public office blocks	Homes
Mining	Schools	Apartments
Manufacturing	Hospitals	Rental Properties

Table 4: The three different market sectors serviced by Mpumalanga domestic and contract cleaning service

6.2.1 Product/Service

The core services offered by Mpumalanga Domestic and contract cleaning Services, they are a professional cleaning company rendering quality industrial, commercial and residential cleaning services as required for Private homes, corporate homes, Schools, Churches, Hospitals, Government departments, Hotels, Sports bars, Shopping centres, Vehicle interiors.

The cleaning services are packaged according to the different market segments, which however supplement each other in a way that there are resources that are being used across the services. One example of the resource that is being utilized across the service packages is the general cleaners.

Mpumalanga Domestic and contract cleaning services are insured, this means that should there be any damages to the building or the contents thereof during the cleaning service or resulting from the cleaning service, clients are eligible to claim the for the damages from their insurer on behalf of their client.

Due to the insurance covers offered by the Mpumalanga Domestic and contract cleaning Services on their services this gives the clients assurance that should there be any damages incurred during cleaning activities

Industrial Cleaning service package:	Commercial cleaning service package:	Residential/Domestic cleaning service package
-Warehouse cleaning -Coal PF dust cleaning - General heavy-duty plant cleaning	-Cleaning offices - After event cleaning -Move-in, move out cleaning, -Window cleaning services, - Pest control, -Upholstery and carpet cleaning	-Spring cleaning as per the customer requirements

Table 5: Features of services offered by Mpumalanga Domestic and contract cleaning Services

6.2.2 Distribution/Place

By the nature of the services offered by Mpumalanga Domestic and contract cleaning Services to customers which is cleaning services, the customers are serviced in their premises.

6.2.3 Promotion/Market Communication

Mpumalanga Domestic and contract cleaning Services has different communication platforms that it uses to reach their target market which are:

The internet platform - Here the company advertises itself and the kind of services they offer.

Facebook page – The business has a Facebook page where the different potential clients can get hold of them.

- **Advertising**
 - **On the internet**

The advert on the internet is accessible to customers who have access to the internet and those are mostly the big industries and the commercial sector. The individual residence clients who have no internet access are not reached through this communication channel. However, the communication channel does not aggressively highlight the benefits that come with utilizing the business cleaning services.



- **On Facebook**

Mpumalanga Domestic and contract cleaning Services use the Facebook page to market to their clients and potential clients who use this platform. On this platform, they advertise the different services they offer and show their latest work by showing the before and after pictures.



- **Public relations**

Public relations increase brand visibility. Thus, share positive, timely and relevant stories across earned, owned and shared channels. The business that has public relations keeps the organization higher up in internet search engine rankings. This assist in bringing more clients to the business which then ensures a business growth (Ahmad & Hoodbho,2016). However, Mpumalanga Domestic and contract cleaning Services does not have a well-conceived public relations and publicity program. They use Facebook to communicate activities in their business however these communications are about the services they offer and to reach to potential clients. Thus, it is not a platform they use for their PR. There is no formal annual report about the company performance other than the snippets shown on Facebook.

- **Sales promotion**

The promotions are directed to the final consumer. In the Facebook and internet platforms, Mpumalanga Domestic and contract cleaning Services also indicate the chemicals they use for cleaning purposes, to ensure that the client knows what chemicals will be used in their property. With the promotions being advertised on the internet and Facebook page, they are directed to both the current and potential clients.



Figure 2: A sample of some of the chemicals used by Mpumalanga Domestic and contract cleaning services that are advertised on their Facebook platform

6.2.4 Price

As indicated earlier in the document, Mpumalanga Domestic and contract cleaning Services do a cleaning sample to potential customers. This gives the potential customer a clear picture of what services they will be paying for and the quality of the services. The said sampling is for free, though it looks like the business is doing free services with this exercise, the business has taken this as a marketing cost that they are prepared to incur in their quest to acquire new clients. The prices of the different cleaning services are not communicated on the public platforms used for sales promotions. On the public platforms, it is indicated that the potential client can phone for free quotes.

In terms of the payments for the services, Mpumalanga Domestic and contract cleaning Services uses different payment methods, and these payment methods differ according to their different clients. For the industrial and commercial clients with whom the business has contracts, they payments are done after the services have been offered. For example, the scope of cleaning is clearly indicated on the contract and after a portion of the cleaning is done, the customer contract manager does the assessment of the cleaning and there after processes the payment. With the residential customers where there is no contract, the customer pays a 50% deposit and the balance will be paid after the job is done.

7. IMPLEMENTATION, EVALUATION AND CONTROL

A market plan that is not communicated with the employees and stake holders is as good as non-existent. The first step to ensure the implementation of the market plan is successful is to communicate it to the employees and the relevant stakeholders. In particular, all employees and business leadership and owners need understand how the marketing plan fits within the company goals, objectives, priorities and policies. The leaders need to discuss whether the employees have the skills and aptitude to implement the marketing plan and also the business needs to consider whether they need to recruit marketing staff (Percy,2018).

Mpumalanga Domestic and contract cleaning Services business is a small enterprise that is run from rented office blocks in the town of Emalahleni. The business structure is such that the three directors and the fixed term hired temporary clerk run the day-to-day company activities and they also run its main focus is to offer cleaning services to the clients. The other parts of the business like the finance and the hr part are outsourced to consultants. The core function of the business clerk is to ensure that the employee timesheets and the relevant documents reach the different stakeholders, which is the customers that are being services by the business and the consultants so that they can process the paperwork for stakeholders like SARS ns to ensure that all the business employees get their salaries.

With the current corona pandemic that is threatening many businesses and with the businesses have moved to a new world of work, which is employees working from home, there is a need for other market research. Mpumalanga Domestic and contract cleaning Services business will have to enhance their market research to ensure that they are not only on par with what the customer needs but they should understand the customers such that they offer more than what the customer needs.

This will give them the edge, with businesses downgrading and needing less and less cleaning services most businesses who are offering such services are losing business because of a huge demand drop. This then means that a business that offers not only excellent services but also relevant services in terms of costs and needs will stand a greater chance of getting business for the current and potential clients.

Though there is no structured marketing department at Mpumalanga Domestic and contract cleaning Services and with the current business structure, the marketing element can be incorporated however it will not be a huge marketing department like other big companies that have different departments. The business marketing can be incorporated as follows:

Marketing Activity	Cost	Marketing Platform	Frequency	Responsible person to ensure the marketing platform is updated
The services offered	Office data	Internet and Facebook	weekly	clerk
The new services	Office data	Facebook	monthly	clerk
Customer Specials	Office data	Facebook	Monthly	clerk
Free service packages for customers	Office data	Internet, emails, and Facebook	monthly	clerk
Handing out flyers to motorists	R3000	At malls and traffic lights	monthly	Some of the cleaners

Table 6: The proposed business marketing plan

The new market plan and the company financial bottom line.

Marketing a business must always be tied to the financial bottom line of the business and must be such that the business sees future ROI from the marketing exercise it embarked on. With the current challenge of covid-19 and many people logging on to their phones and computers daily while working from home or in their offices, leveraging on the internet and the social media to market a business will go a long way (Grossmeier.*et.al*,2016)

With the number of people going online this will definitely increase marketing awareness of the business, however to ensure that the money used to implement the marketing strategy is recovered through new clients the business must also have specials for the customers who are going through the covid challenges , which might result in a short term loss but will go a long way in strengthening the client relationship.

Thus, by ensuring that during this challenging pandemic times, they show sinobuntu will go a long way in maintaining relationships with customers and this will have good long-term return on investments for the business.

Sarstedt and Mooi (2014) define market research as the process of determining the viability of a new service or product through research conducted directly with potential customers. Market research allows a company to discover the target market and get opinions and other feedback from consumers about their interest in the product or service. This process of market research process will differ from one business to the other depending on the resources and the marketing structure that the business has. However, according to Nunan and Di Domenico (2019), it is very crucial that the business embark on the marketing process to ensure the long-term sustainability of the business. Embarking on the market research will ensure that Mpumalanga Domestic and contract cleaning Services understand what their client needs are, and market research serves marketing management by giving them information that is relevant to decision making. Marketing research does not itself make the decisions, nor does it guarantee success, it helps to reduce the uncertainty surrounding the decisions to be made.

Having used the different platforms to implement the business marketing, the Mpumalanga Domestic and contract cleaning Services team can then use the social media and internet responses and the number of interested customers that they receive monthly as a yardstick to monitor their marketing plan. It is known that a good business is the one that gets more deals than the others, however the response or inquiries from the potential customers is an indication of the business visibility and the engagement with the current and potential customers.

8. PROTECTING MPUMALANGA DOMESTIC AND CONTRACT CLEANING SERVICE MARKETING PLAN FROM POSSIBLE FAILURES IN PRACTICE

According to Chernev (2020), there are several internal and external factors that contribute to the failure of marketing plans in different businesses, and for the marketing plan to yield results, those factors need to be addressed by all team members in the business led by the marketing team.

The businesses do not operate in isolation and are not immune to changes happening across the globe. Thus it is necessary for the leaders in any business to sit around and anticipate the challenges, both internal and external that can lead to possible business failure and come up with solutions to protect the business against those challenges.

8.1 Quick Changes

Change is something that is constantly taking place and it is very inevitable. In the business that Mpumalanga Domestic and contract cleaning Services is operating, which is cleaning services, the changes that are there that could affect the business are the technologies that can be introduced and used for cleaning in terms of technologies, new technologies like automation, analytics, artificial intelligence, have changed the business dynamics around data and decisions. While on the domestic and office building cleaning services, it is the covid-19 pandemic. The covid-19 pandemic resulted in many companies closing shops and some downsizing due to countrywide and global lockdown. This then means that on the office and industrial cleaning side there was less demand for cleaning services due to the company closures and those businesses that are still in operation during the lockdown do not need the cleaning services since most if not all of their clients were working from home. The offices were locked and no need for cleaning services. Also, still on the covid 19 issue, due to many employees either being laid off or working from home, the demand for residential cleaning dropped. The typical mother or woman who

needed the cleaning service due to work commitments is now working from home and does the cleaning themselves.

8.2 Internal Bureaucracy

When companies are small, they take risks and experiment frequently. But when they become big, they get hierarchical and include many systems and processes to control their employee's actions and protect their earned success. Decisions are made by groups of people, not individuals. Multiple approval structures and functions such as legal, finance, and technology evaluate the opportunities and investments in their way. The time taken justification process, documentation, and decision making, all slow down the execution process. One such example of internal bureaucracy is the Xerox's Palo Alto Research Center which failed to capitalise on many of its innovations due to gaps in communication between its internal departments such as research and marketing.

To avoid this, Mpumalanga Domestic and contract cleaning Services will stick to their current structure of the 3 owners who are always in communication and all of them are part of the business brainstorming.

8.3 Unexpected Competition

With new businesses entering the market, most companies that have been in business then are faced with new competitors. However, competition in business can come in many ways other than new rivalries or businesses. One such example is when the whole world faced the covid-19 global pandemic. In this instance most business face an incredibly unique competition whereby, the world of work changed. Most business started having their employees working from home. This in itself was competition to businesses like Mpumalanga Domestic and contract cleaning Services, which is offering cleaning services. The employees who are now working from home did not see a need of using the cleaning services since they are home all the time and used the little time that they had to clean their own homes. The other challenge was that the big businesses that needed the cleaning services of Mpumalanga Domestic and contract cleaning Services, had to downsize production, this meant reduced need for cleaning services.

To protect itself against this, and to ensure that they stay in business even during the challenging times of covi-19, Mpumalanga Domestic and contract cleaning Services needs to offer their current clients more specials as this will keep their relationship afloat during these times.

8.4 Past Success

Previous success definitely creates credentials and confidence, but it can also create a comfort zone for a business. One such example for Mpumalanga Domestic and contract cleaning Services, in the Mpumalanga highveld region, the business is doing very well with the area being highly industrial and most of its residential clients coming from the fact that most mothers and women are employed and thus the need for residential and household cleaning is very high. The other success comes from the industrial clientele, with the highveld area of Mpumalanga, where Mpumalanga Domestic and contract cleaning Services is based, they had 50% of their clients being the industrial ones. But with the current covid pandemic and industries having many of their soft skills working from home and having to downsize production company also faced a few setbacks. Now the challenge for the company is to find their space in the 4IR era while maintaining their clients and businesses success positions. With the industries being forced to downsize with some of the office-based employees working from home, this then means that 50% of the Mpumalanga Domestic and contract cleaning Services market share is directly affected.

8.5 Unclear Communication

Sometimes organizations do not think clearly about how their current and potential customers will perceive their brand communication. Unclear or incorrect communication hurts the brand's credibility and position in the marketplace. For Mpumalanga Domestic and contract cleaning Services, the channels they use to get through to the customers does not give platform for customers to write their complaint or dissatisfaction. The only prior communication they have that puts the customer at ease is the fact that they offer the customer a sample cleaning before they can get into the services agreement.

8.6 Poor Product or Service

An excellent service to the client product is the foundation of a great brand and plays a vital role in demand creation. However, a bad service or product can lead to a lot of negative publicity. For instance, with Mpumalanga Domestic and contract cleaning Services, on the industrial clients that they service, cleaning is much more than just the plant cleanliness, but it is also about the plant safety. One example is the power generation plant that they service which has a milling plant that grinds coal into a pulverized (dust) form for their combustion processes. Mpumalanga Domestic and contract cleaning Services cleans the pf dust spillages in the plant, and the risk with the pulverized dust is that should it settle on hot surfaces in the plant and never get cleaned it will result in combustion. These incidents are investigated on the client's high safety platforms and should the finding point to the poor cleanliness, then Mpumalanga Domestic and contract cleaning Services will lose business. With the fire incidents in industries, word of mouth spreads extremely fast, which is to the detriment of the business.

8.7 Selected Market Segment

Every entrepreneur's goal is that their start-up business will become the next big thing and to achieve this quickly, they try to do multiple things to acquire clients and customers. To create a strong position in the market, it is important to choose market segment wisely. Mpumalanga Domestic and contract cleaning Services began the company by focusing on household cleaning visits, which they did for the first two years of inception, the business expanded to office and commercial businesses and building cleaning, this assisted in them growing in the cleaning services business. Only after 5 years in the business they started taking assignment in the industrial cleaning. The delay in taking the industrial cleaning jobs was to establish a customer base, build capital and experience, and to do research on what industrial heavy-duty equipments are needed to do the proper cleaning in the industrial sector. Lack of skill, experience, and tools has led to many businesses not meeting the client requirements. Also having the correct tool without the experience

has led to employee injuries while operating the heavy-duty cleaning tools and this results in the client terminating the contracts with the organization.

8.8 Unclear Strategy

In most cases, organizations take big strategic risks by investing in new products, services, and marketing campaigns without doing pilots and in most cases, this does not work. As far as investing in different segments is concerned, Mpumalanga Domestic and contract cleaning Services never did a pilot project, however the business started by investing in smaller ventures, this assisted in limiting the risk. After the business had gained experience in smaller business segments they then ventured into medium and industrial business. The risk of jumping into business without a pilot project exposes the business to high business failure, one such is that should the business not being positively accepted by the clients then it will be a huge blow to the business.

8.9 Focus on market sharing

In a market sharing approach, businesses focus on well reputable markets and try to gain market share from existing players by offering potential clients a similar kind of products and services. In this situation, the competitor with better financial resources is able to invest more in advertising, discounts, and distribution. This could be a big blow for Mpumalanga Domestic and contract cleaning services. One other example was the three businesses that are the sanitary pad market, which are P&G's Whisper, J&J's Stayfree, and Kimberly Clark's Kotex. They were focusing on a market segment that could afford expensive pads and were busy in winning over each other's market share. An entrepreneur by the name of Arunachalam Muruganantham came in and looked at the new market which was belived to be at the bottom of the pyramid and he had no financial resources. This was a segment that the global brands had failed to address. Eventually, he created a huge opportunity for himself and millions of poor women.

Therefore, instead of only cleaning services, Mpumalanga Domestic and contract cleaning services can also focus also on doing the laundry for the employees who are now working from home. The business can do laundry collection and delivery and also sell cleaning chemicals.

8.10 Unmet Brand Promises

Clients have certain expectations from a business and the way the business meets those expectations, defines its brands. One such example is Flipkart's mega sale, in the Flipkart's mega sale - Big Billion Day started early morning and within minutes, most of the attractive deals were out of stock. Around noon, Flipkart's servers gave away to the huge demand, and services were disrupted for a short while. When customers use an e-commerce website, their basic expectation is that they should find what they are looking for and website functionalities should work. In this case, Flipkart earned more angry customers than satisfied ones from "The Big Billion Day" sale initiative. Later on, Flipkart fixed the issues and continued the initiative with better experience in upcoming years.

Market growth for Mpumalanga domestic and contract cleaning service within the Mpumalanga province will be limited due to the covid-19 effect that results in many of the industries shutting doors.

The price range should not be rigid and must be based on the frequency of the service used by the client; this will enhance the relationship between Mpumalanga Domestic and contract cleaning Services

Besides the insurance on the services, The strategy is not indicative of the after-service platform where customers can communicate their satisfaction or dissatisfaction with the services they receive, this platform assures the customer that their complaints will be attended to and it also assist the business with continuous improvement. Thus, Mpumalanga domestic and contract cleaning service should introduce a platform whereby customers can rate their services and suggest more ways to improve the services. This will make the customers to feel like they are part of the business and it will give them assurance that their suggestions are taken into consideration.

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