



NEGRIL ROYAL PALM RESERVE



**BUSINESS &
MARKETING
PLAN**

Agenda

- Brief Introductions
- Feedback from Negril Stakeholders
 - Ann Sutton
 - Negril Chamber of Commerce
- Discussion
- Next Steps?

Attendees – Brief Introductions

Negril Chamber of Commerce

- Sophie Grizzle
- Damian Salmon
- Nola Stair
- Jan Samuels

- NEPA
- IWECO
- Phoenix Insights

Negril Stakeholders

- Ann Sutton - Conservation Ecologist
- Keisha Spence (NEPT) -
- Brandon Bay - Ornithologist

Little Bay Country Club (Negril)

- Shelley Drummond
- Debbie Sorrell



Procurement Notice for Consulting Services to Provide Business, Marketing and Management Plan

purpose of the consultancy is to develop a business plan, marketing plan and a management plan for the Negril Royal Palm Reserve including resource mobilization component to support sustainability of research activities.

Comments

(1 of 4 slides)

- What is the IWEco **project objective** for management of the RPR tourist attraction or conservation demonstration project?
 - Place for ecotourism and place for learning
- Are the plans consistent with ecotourism?
 - Would like to know definition used in plan ☺
 - Currently doesn't seem to address conservation – see pg 17 and pg5 of Situational Analysis
 - Would like to discuss this further.....
 - Offer opportunities for tourists to do “something” to increase return on investment
- What are the **implications** of managing the RPR as a commercial attraction separately from the NGM? Should this be subsidized by the IWEco project?

Mid-Term Review of the UN Environment Programme/Global Environment Facility Project

**“Integrating Water, Land and Ecosystems Management
in Caribbean Small Island Developing States (IWEco)”**

FINAL REPORT

September 2020



Sherry Heileman (Lead Consultant)
Jan J. Voordouw (Supporting Consultant)

79. Additionally, UDC is crucial in an initiative to establish an awareness/education centre with locations in Montego Bay (Walter Fletcher Beach) and in the Morass, which, if materialised, would be a game-changer for environmental education to tourists and local people alike. The concept for the “Regional Centre for Climate Change Resilience and Oceanarium” is being developed under this sub-project by the IWEco PCU and Jamaican partners together with UNEP Caribbean Sub-regional Office. UDC has verbally confirmed its interest and willingness to make the assets available (both the beach in Montego Bay and the land in the Negril Morass). The Visitors Centre will be important for sustainability of the project outcomes. Many hoteliers in Negril believe that environmental education and experimental tourism are critical and offer many opportunities. Another avenue for private sector engagement in Jamaica is the “green business” initiative.

80. CONCLUSIONS

- In order to achieve the sub-project objectives, much mobilisation and information work is to be done with a wide variety of stakeholders, including farmers and squatters. Community mobilisation, capacity building, and engagement take time and need prioritisation.
- The fact that UDC, a landowner, has not been engaged as an active stakeholder in the project hampers some aspects of long-term land and biodiversity management and can potentially reduce sustainability of project results.
- The potential to establish an oceanarium in Montego Bay (one of IWEco’s private sector involvement initiatives), in connection with an interpretation centre in the Morass, is a potential game-changer for tourism and environmental education in the area.

Comments

(2 of 4 slides)

- **Why are the startup and site infrastructure restoration **costs** not included?**
 - Separated redevelopment activities vs startup costs
 - NEPA plans for redevelopment?
 - **GAP Analysis – NEPA? (for further discussion)**
 - Separate plan for redevelopment consultancy to renovate the structure and area itself. Timeframe – Tender in 10/2021
- **Why is a **physical interpretation** centre not included?**
 - Not included in Year 1 and “Hidden” in Marketing Plan 😞
 - Proposed Virtual Access – 3D experience (Year 3)
 - Negril Stakeholders:
 - This is a CORE Value of Project!!
 - Needs more work done on this aspect
- **Have the consultants correctly assessed the market or the competitive **advantages and disadvantages** of the RPR?**

Negril Royal Palm Reserve

STRENGTHS

- Diversified product offering for local and international visitors
- Integration with the local community
- Rich stock of natural habitat, flora and fauna as well as endemic species
- Rich cultural attractions
- Long established tourism industry
- Strong national support organisations: Jamaica Tourist Board, private sector advocacy associations such as the PSOJ)

THREATS

- Negril is well known for mainstream tourist offering
- Lack of standards within the industry
- Industry highly susceptible to economic shocks
- Environmental and socio-cultural issues related to increased volumes of visitors
- High crime rate

WEAKNESSES

- Lack of readily available skilled eco-tourist guides
- Product centric strategy
- Strong image of mainstream tourism - which may impact potential ecotourism visitors' expectations
- Strong existing competitors in mainstream tourism
- Product location is not beachfront

OPPORTUNITIES

- Capitalise on the new eco thrust
- Partner with large hotel brands that do not have an ecotourist arm
- Partner with tour operators
- Customise itineraries for tourists
- Niche offering in Negril
- Obtaining ecotourism international certification
- Well known country



SWOT to TOWS = Missing 😞

(Develop actionable strategies)

	Opportunities (external, positive)	Threats (external, negative)
Strengths (internal, positive)	Strength-Opportunity strategies Which of the company's strengths can be used to maximize the opportunities you identified?	Strength-Threats strategies How can you use the company's strengths to minimize the threats you identified?
Weaknesses (internal, negative)	Weakness-Opportunity strategies What action(s) can you take to minimize the company's weaknesses using the opportunities you identified?	Weakness-Threats strategies How can you minimize the company's weaknesses to avoid the threats you identified?

Comments

(3 of 4 slides)

- Does the site design adequately provide for all the proposed activities?
- Have the **impacts** of the proposed development on the site and its wildlife been assessed?
- Have the consultants examined **relationships to nature-based tourism sites** in western Jamaica?
- How many **visitors** would be needed to cover operating costs? Is this number realistic? Is it consistent with the carrying capacity of the site?
 - **Revenue vs Operating Costs – financials revised**

Potential Visitor Segmentation in Marketing Plan?

segments were identified and were effective segments. The description of these combination of demographic and geographic variables segments is as follows:

- Segment 1: A combination of demographic and geographic variables and can be characterized as middle-aged couples from North America and the United Kingdom who are seeking a nature and wellness experience at a green/ecotourism location.
- Segment 2: Consists of demographic and geographic variables and can be described as Jamaican locals from urban and rural communities.
- Segment 3: Considers a combination of demographic, psychographic and behavioural variables and consists of senior citizens of a high social class who have demonstrated loyalty to the Jamaican brand.
- Segment 4: Constitutes a combination of demographic, psychographic and behavioural variables and can be described as young, fun-loving first-time guests who visit in small groups for church, party or family related events such as weddings.
- Segment 5: Combines demographic and geographic variables and consists of the middle-income Jamaican diaspora.

Commented [NS22]: Please note the CORRECTION made to improve readability in the section below.
It was too repetitive and now will read / stand out MUCH easier 😊
...and links better with the graphic below

Full Source Text ×

< Match 1 of 18 >

<https://go.gale.com/ps...> 2%
Internet Source

they have been assumed to be present as these constructs are entity specific; falling within the sphere of influence of the individual hotel. The description of these segments is as follows: * Segment 1 consists of a combination of demographic and geographic variables and can be characterized as middle-aged couples from North America and the United Kingdom who seek a vacation getaway from the cold climate. * Segment 2 consists of both demographic and psychographic variables and can be described as visitors, both educated and uneducated, with high moral and value systems. * Segment 3 is constituted by both psychographic and behavioural variables and can be described as fun loving guests who would visit hotels for events such as weddings, conferences and banquets and on occasions like Mother's Day and Christmas. * Segment 4 consists of geographic variables and can be described as Jamaican locals from urban and rural communities. * Segment 5 has a combination of demographic, psychographic and behavioural variables and consists of senior citizens of a high social class who have demonstrated loyalty to the Jamaican brand. * Segment 6 constitutes a combination of demographic, psychographic and behavioural variables and can be described as young.

d Count: 24993

Text-only Report | High Resolution On



Segmenting Jamaica's Small Hotel Market for Better Targeting/Segmentation du Marche des Petits Hotels de la Jamaïque pour un Meilleur Ciblage/Segmentando el Mercado de Pequenos Hotels de Jamaica para una Mejor Focalizacion



Authors: Trevor A. Smith and Suzette A. Haughton
Date: Dec. 2018

From: Social and Economic Studies (Vol. 67, Issue 4)

Document Type: Report

A12

A+

A-



Abstract:

Market segmentation is a popularly employed tool in marketing theory, but its use is sparse and lags behind practice, not only in tourism and hospitality markets. This study examines the hospitality business, in general, and the use of market segmentation, combined in a scientific way for identifying psychographic and behavioural constraints.

"What are the key market segments that small Jamaican hotels should target for more effective usage of marketing funds?" In this undertaking, 29 segmentation variables were identified from the segmentation analysis. These variables were used to profile the visitors of small Jamaican hotels and analyzed to determine possible segments that these hotels could target. The findings revealed that there are ten feasible segments that could be considered by these hotels. These are:

- i. Middle-aged UK and North American residents
- ii. Guests with high moral and value systems
- iii. Fun loving guests who will attend events and also visit hotels on special occasions
- iv. Jamaicans living in Jamaica
- v. Higher social class seniors who are loyal to the Jamaican brand
- vi. Small groups with common interest of young first-time visitors
- vii. Lower social class/low income guests
- viii. Caribbean nationals who are laidback and nature loving
- ix. Price-conscious families
- x. Middle-income Jamaican diaspora

These segments could be combined in any number of ways for delivering the offering of the small hotel. Suggested combinations and possible justifications are noted below:

Comments

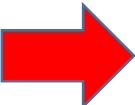
(4 of 4 slides)

- **Why does the proposed management plan not emphasize **conservation**?**
- **Draft Plan is missing:**
 - Floor and flora
 - Restoration of wildlife areas
 - Whistling ducks – nest in Trees, like open water
 - Existing activities in ponds not consistent with conservation
 - **Should not have conflicting uses**
 - This is a VERY important point for visiting tourists!!
 - Nothing in project currently that addresses this issue
 - Previous suggestion – dredging of pond vs debushing
 - Need to follow up with Mario Hylton



5.0 TECHNICAL SPECIALIST FOR THE NEGRIL ROYAL PALM RESERVE MARKETING AND MANAGEMENT PLAN DELIVERY SCHEDULE

The Technical Specialist for the Negril Royal Palm Reserve Business Marketing and Management Plan will have direct responsibility for the following deliverables:



No	Deliverable	Level of Effort (days)	Approval Time	Proposed Payment (%)
1.	Inception Report inclusive but not limited to analysis of gaps, recommendations and detailed workplan plan for the consultancy.	No later than one week after the signed contract	Approval of report within ten (10) working days	10%
2.	Situation Analysis - analysis of the present scenario for the Royal Palm Reserve and potential of the reserve as a research facility	Within fourteen (14) calendar days of the signed contract.	Approval of report within ten (10) working days	20%
3.	Draft business plan with the inclusion of the utilization of the Reserve as a research facility	Within forty (40) calendar days of the approved situation analysis	Approval of report within ten (10) working days	
4.	Draft marketing plan with the inclusion of the utilization of the Reserve as a research facility	Within forty (40) calendar days of the approved situation analysis	Approval of report within ten (10) working days	
5.	Workshops/consultations to review marketing plan with the	Within fourteen (14) calendar days of		30%

NRPR Marketing Plan -

MARKET: ROYAL PALMS RESERVE BUSINESS						
Marketing Overview						
The Royal Palms Reserve has the potential to be a popular global destination within the resort portfolio. The location lends itself to becoming a premiere location for active leisure and persons seeking an alternative to traditional tourism. A key marketing objective focuses on increasing the local awareness of the NRPR. The goal of this marketing plan is to position the Royal Palms Reserve as the premier recreation destination in the Caribbean Region, welcoming persons from across the world.						
To achieve the required market positioning in keeping with the vision for the NRPR, a marketing strategy has been created which is geared towards the creation of an impactful brand, including the development, monitoring and support of same. The NRPR's marketing potential will be assessed through the following areas that are expected as in the strategy:						
Brand Strategy	Segmentation	Target's Research	Competitor Analysis	Service Offering	Product	Marketing Strategy
Packaging	Analysis	Engagement Strategy	To go Audiences	Key Messages	Action Plan	Marketing Distribution Channels

Marketing & Financial Objectives	
There are two main categories of objectives: Marketing Objectives and Financial Objectives .	
Marketing Objectives:	
1. Increased local awareness by 45% by Q1 year 2	
2. Grow average spend per visitor by 25% monthly by year 1	
3. Increase website conversion rate by 25% by Q1 year 2	
The associated financial objectives are:	
1. To monitor operational expenses to ensure they are in line with budget.	
2. Establish a consistent allocation of earnings from revenue to finance maintenance costs for the facility in year two to three (2-3).	
3. Ensure appropriate financial planning in the first three (3) years to facilitate break-even by year four (4) of operations.	

Note: Please see additional objectives and details.

MARKET: ROYAL PALMS RESERVE BUSINESS	
Expected Accomplishments	
The expected accomplishments of an effectively and efficiently operated NRPR facility are as follows:	
Supporting Indicators	

Critical Success Factor	
There are several factors which have been determined to be critical for the achievement of NRPR's financial and marketing objectives and its recreation offerings. These include:	
1. Recreation Project: A detailed plan for the development of the area into a recreation attraction implemented by a competent project team and guided by a steering committee with strong interest in making the vision for the space.	

Note: Please see additional objectives and details.

MARKET: ROYAL PALMS RESERVE BUSINESS	
Preservation of the environment at the NRPR is an aspect of any operation that is to be conducted, and therefore the steering committee should include individuals with a clear understanding of the interdependencies and delicate balance of nature at the NRPR to ensure that the design, construction, and proposed activities will have minimal impact on the environment. It is therefore recommended that the project be conducted in a way of a phased approach to facilitate the initial offerings so that an assessment of the impact of these activities be done to inform the second phase.	
<ul style="list-style-type: none"> 1. Partnership: Early establishment of formal partnership between the key governance partners and stakeholders in the project, as well as complementary attractions. 2. Authentic Offerings: Ensuring activities at the location that is consistent with ecosystem and the cultural operations of local residents that will be spread to the target market. 3. Operational Capacity: Identifying and engaging a competent Management Team and staff as well as contracting suitable external service providers to support operational capacity of the NRPR. 4. Marketing & Promotion: The design and implementation of a strategic marketing and promotion programme to drive awareness and attract local and international visitors to visit and select the NRPR as the camping and glamping location of choice. 5. Monitoring and Assessment of Use Impact: Ongoing research and assessment of the impact of occupancy and users on the existing flora and fauna is necessary to maintain the required balance for the flora and fauna located at the Reserve. 6. Strategic Oversight and Involvement: Establishment of an oversight mechanism consisting of competent business and environmental interests for the provision of insights and strategic guidance for the development and management of the NRPR. 7. Risk and Recovery: Ongoing assessment of risk guided by a strong risk management framework and business continuity strategies, in the event of a disaster or emergency events that may disrupt the operations of the NRPR. 	

Value Proposition	
Based on the unique positioning of the NRPR recreation offerings, the following are the value propositions for the NRPR:	

Note: Please see additional objectives and details.

MARKET: ROYAL PALMS RESERVE BUSINESS	
NRPR Visitor Profile	
The NRPR visitor is an experienced nature lover, seeks relaxation, experiential travel or someone seeking to experience themselves in the culture of a destination. The consumer lifestyle segment likely suited for this location include:	
<ul style="list-style-type: none"> 1. Adventure Seekers: Individuals who seek to experience the outdoors and seek to escape the beaten path. 2. Relaxation Seekers: Individuals who seek to experience the outdoors and seek to escape the beaten path. 3. Adventure Seekers: Individuals who seek to experience the outdoors and seek to escape the beaten path. 4. Relaxation Seekers: Individuals who seek to experience the outdoors and seek to escape the beaten path. 	
GUEST PERSONA	
The potential audience for the service offerings provided by NRPR is focused on a specific niche. The target audience is defined as follows:	

Note: Please see additional objectives and details.

MARKET: ROYAL PALMS RESERVE BUSINESS	
recreation when compared with other generational groups, the NRPR will be able to target the following personas:	
<ul style="list-style-type: none"> 1. Nature enthusiasts 2. Fitness enthusiasts 3. Adventure Medical Practitioners 	
<ul style="list-style-type: none"> 1. Page: 1. Athletes 2. Travelers 3. Members of the Community 4. Travelers interested in a nature-filled relaxing experience 	
Market Segmentation	
Based on the profile of the NRPR visitor and guest persona a multi-segmentation approach was utilized to develop the Marketing Plan for the Royal Palms Reserve. Five clearly delineated segments were identified and were effective for the NRPR. The description of these combinations of segments and personas is as follows:	
<ul style="list-style-type: none"> 1. Segment 1: Adventure Seekers and Relaxation Seekers who are seeking a nature and wellness experience at a green location in the outdoors. 2. Segment 2: Fitness enthusiasts and Adventure Medical Practitioners who are seeking a nature and wellness experience at a green location in the outdoors. 3. Segment 3: Adventure Seekers and Relaxation Seekers who are seeking a nature and wellness experience at a green location in the outdoors. 	

Note: Please see additional objectives and details.

MARKET: ROYAL PALMS RESERVE BUSINESS	
<ul style="list-style-type: none"> 1. Segment 4: Adventure Seekers and Relaxation Seekers who are seeking a nature and wellness experience at a green location in the outdoors. 	
These segments are combined to deliver the offering of the NRPR. The segmentation combination and justification for same are delineated below:	
<ul style="list-style-type: none"> 1. Firstly, individuals aged 18 and above are already established as one of the most attractive segments for the NRPR, as consistently, they are the most active of visitors to the location as from these regions. Second to geographic location, naturality is one of the most widely used segmentation strategies among hotel and is largely driven by the well-known and friendly relationships between countries. Many hotels have continued to offer packages simultaneously to couples and families as this is seen as a natural risk, that has been tested and proven. Combining these two (2) segments will not be too risky, despite the analogous association of the couples that most couples to the family of being. 2. Secondly, Caribbean island and other active living guests are viewed as a homogeneous segment based on location's Visitor Plans for Sustainable Tourism Development which make the recommendation for nature tourism to be followed with the traditional use, use, and care for more effective organization. The NRPR should focus on leisure guests and not business guests. Nature living experiences are others 	

Note: Please see additional objectives and details.

Next Steps?

- TBD