



## **CASE STUDY**

### **DEPLOYING THE TRI-COMPONENT ATTITUDE MODEL TO REVIVE GHANA'S HOTEL AND LEISURE INDUSTRY AFTER THE COVID-19 PANDEMIC**

The global hospitality industry has been one of the heaviest hit by the current covid-19 pandemic.

Occupancy rates as at July was down by as much as 96% in Italy, 68% in China, 67% in the United Kingdom, 59% in the United States and 48% in Singapore. In Sub-Saharan Africa as at April 5, 2020, for the same period last year occupancy rates were down by 88% in Cairo, 86% in Cape Town, 81% in Casablanca, 77% in Accra, 58% in Addis Ababa, 54% in Nairobi and 35% in Lagos.

As Coronavirus cases decline, occupancy rates are improving. Data indicate that as at October ending while Total Revenue Per Available Room (TRevPAR) is improving, profitability is down by an average of about 89% for same period last year.

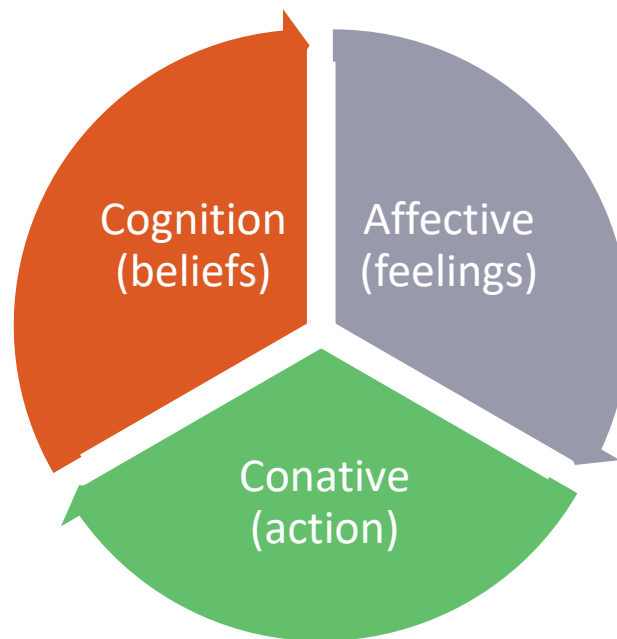
In an article published on [nanayawkesse.com](http://nanayawkesse.com) the during the lockdown, Nana Kesse, a Marketing Strategist argues that the key to reviving the industry is the effective deployment of a comprehensive marketing communications strategy anchored around the tri-component attitude framework.

He explained that currently, occupancies were down due to a myriad of reasons; i.e regulatory reasons (lockdown which has restricted movements, cancelling of public gatherings which have affected events, conferences etc), rational (need to obey regulations and stay safe, fear of contracting coronavirus through contact), emotive reasons (fear of catching the virus), financial reasons (reduced earnings which will reduce purchasing power, leisure trips etc).

He argued that after all the restrictions are lifted, it may take time for the industry to bounce back, but the industry ought to adopt a more aggressive and proactive integrated marketing communication strategy to encourage Ghanaians to patronize their services.

He explains that a key approach is to understand the consumers' attitude to develop the right strategies. However, to change an attitude you must first understand what it is and how you can change it.

The tri-component attitude model (Schiffman and Kanuk, 2004), indicates that an attitude is made up of an interplay of three key elements; **Cognitive, Affective and Conative**.



*Tri-Component Attitude Model*

### **Cognitive (logic & belief system)**

This relates to an individual's belief system. What do individuals know and or what's their belief about coronavirus? Logically, if someone shares the same space with an infected person, the person can contract coronavirus. This is a decision that should inform the creative strategy of any marketing strategy the industry devices to assuage the fears of the public.

### **Affective (Heart & Feelings)**

This refers to the feelings we have towards an act. Cognitive-focused communication can take care of the fear aspect, therefore what affective or **EXPRESSIVE**-based communication ought to do is to focus on communicating to the hearts of people.

### **Conative (Action)**

This refers to one's predisposition to take a particular course of action. For example, one may believe that it's okay to do that leisure trip, but they may not be motivated to act for various reasons. An example could be financial reasons.

### **CONCLUSION**

He concludes that Ghana is made up of a bunch of happy people and we may forget our fears when things start to normalize but brands within the hospitality industry ought not to take anything for granted by ensuring that their marketing communications strategy is proactive and hard-hitting to help turn around the fortunes of the industry.

### **PART A – Compulsory**

#### **Question 1**

You are the Marketing Manager of a 3-star Hotel in Ghana. Covid-19 is easing but occupancy rates are still low. Deploying the insights provided by this article write a report to the Managing Director that:

- a. Outlines and explains how the hotel can deploy various key messages, integrated marketing communication tools, and media to improve occupancy rates.  
**(30 marks)**
- b. Explains how a marketing communications campaign can be evaluated.  
**(10 marks)**

**(Total 40 marks)**

**PART B – Answer 3 questions**

**Question 2**

You are the Marketing Communications Manager for Kings Bank, a new entrant into Ghana's Banking industry targeting high net-worth clients. You intend to hire an agency to run your maiden campaign.

- a. Explain the key elements that will be used to develop an agency brief for the advertising agency **(10 marks)**
- b. Explain the key criteria that will be used in selecting an agency **(10 marks)**

**Question 3**

You are the Marketing Communications Director of an Insurance Company. You have had running battles with the Chief Finance Officer regarding how the marketing communications budget is set.

Write a Memo to the CFO that:

- a. Explains the pros and cons of 5 methods used in setting the marketing communications budget **(15 marks)**
- b. Provides justification for your choice of budgeting method **(5 marks)**

#### Question 4

You work in an Advertising Agency as an Account Manager. You are preparing presentation notes for national service personnel.

- a. Using appropriate criteria, compare and contrast the effectiveness of the following **TWO** promotional tools: public relations and advertising **(10 marks)**
- b. Explain the strengths and weaknesses of radio and print as an advertising media **(10 marks)**

#### Question 5

You work for Zady Limited, an advertising agency as an Account Manager. One of your clients is a restaurant. As a small company, the CEO who is a trained chef is also the Marketing Director. The company has approached your agency for help in running a campaign. After discussions, you realized that the company's marketing mix needs to be reviewed prior to the development of a full-blown campaign.

- a. Write a report to the client explaining the communications implications of the marketing mix. **(10 marks)**
- b. Explain a range of digital tools that can be used to execute a campaign **(10 marks)**

#### Question 6

You have recently been hired as a Marketing Communications Manager for a company that manufactures branded leather bags for corporate clients to be used as souvenirs. Design an outline marketing communications plan aimed at creating strong brand awareness and improving sales. **(20 marks)**

