

Title: Dawra Durella in Malta

BBM – M2.4 Marketing

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Executive Summary

Dawra Durella, a leading childcare company in Malta, is set to open a round-the-clock childcare centre to cater to working parents on shift duties in the health services, law enforcement, security, and the tourist industry. This service also addresses a current market niche: providing convenient, safe child care at the parent's convenience. Unlike general daycare centres, Dawra Durella will develop individual childcare plans based on their needs to offer sleep supervision, homework help, safe transport, and care for children while parents work. The service will be available round the clock with offices with secure parking, well-lit drop-off areas, and orders tailored to help any family, including a child with a disability. Dawra Durella also has aspirations to add new client portfolios, expand by 20% in the first year, and create a loyal customer base from parents who depend on the services offered by Dawra Durella daily. This caters to an unmet socio-marketing requirement and supports Dawra Durella's capacity to create competitive and quality solutions within the Maltese childcare market. Due to excellence in flexibility, safety, and customer orientation, Dawra Durella knows that working parents in Malta see it as their perfect partner in maintaining quality childcare for irregular schedules.

Introduction

In traditional childcare in Malta, it is essential to give the assumption that most of the childcare is during regular business hours and the working week. However, a rising population of employees, especially those working in shifts in the healthcare, policing, and hospitality industries, need help finding adequate childcare. Single parents and those families who need some form of child care during emergencies or even overnight also suffer from a lack of suitable choices. The lack of available childcare services during the night and early morning has provided a significant market void. The 24/7 childcare service proposed by Dawra Durella is the first to fill this essential void in Malta (Fenech, 2018). As typical schedules do not apply to this type of childcare model, flexible schedules offer more than babysitting services, which may entail tutoring, pick-up and drop-off services, and tuck-in services. This initiative re-affirms Dawra Durella's firm as a Marketer's understanding of the quickly developing requirements of families and placing the actual organisation as the market leader in Maltese childcare.

Using a strategic marketing approach, this plan proposes successfully formulating the marketing strategy for Dawra Durella's 24/7 childcare service. This situational analysis derives an understanding of the market spaces and the opportunities in doorstep delivery; the weaknesses and strengths of Dawra Durella are utilised in formulating the following strategies. The marketing mix concept is then applied regarding product innovation, competitive and strategic pricing, and effective promotion to ensure the initiative increases effectiveness. The goals and objectives presented are measurable and connected to specific and realistic action plans, making the plan a practical guide towards long-term company growth and brand creation.

Situational Analysis

Market Analysis

Many aspects have changed in the socio-economic environment of Malta, especially with those families where parents work. The National Statistics Office of Malta (2023) revealed that Maltese women are now working more than ever; about 65% of women in Malta are employed (Malta National Statistics Office, 2023). Such a change results from changes within families as more parents, especially mothers, are working and need care for their children. Currently, people increasingly search for childcare services that offer services at night or early morning when arriving at the child's place by car. The Family and Childcare Malta survey (2022) showed that,

among parents working irregular hours, 47% face difficulty accessing suitable childcare arrangements (Ministry for Family, Children's Rights and Social Solidarity, 2022). Of these respondents, 90% said they would use the service if child care were provided 24/7. Such a service is currently lacking in Malta, but Dawra Durella's childcare service is offered daily and at night. As an around-the-clock service, this is versatile and meets the needs of parents who work bent hours and single parents. One strength of the service is that it is tailored well to the emerging diversity of dual-earner families and the consequent need for dependable and flexible babysitting services. Since Dawra Durella was the first childcare provider to offer 24-hour childcare services in Malta, the organisation has a tremendous competitive advantage in pursuing this growing market niche. The opportunity for growth is excellent. European Commission, 2020, estimated that Malta's population growth rate is 2% per annum and that the number of working parents will continue to rise. This demographic change also makes it even more evident that there is a need for solutions for childcare that are out-of-work hours solutions (European Commission, 2020).

Competitor Analysis

Currently, Malta's childcare market is dominated by providers operating within traditional hours, typically from 7:00 a.m. to 6:00 PM, Monday to Friday, and providing Education, Daycare, Early Learning and Childminding services. Nevertheless, it lacks some of the products in the market that serve the needs of parents who require childcare at odd Hours, for instance, overnight or later in the evening. These include Little Learners Childcare Centre, Mamma's Daycare Centre and Tots Town, amongst many others in Malta. These centres provide full daycare to children, but they fail to provide care for children of parents who work shifts and night jobs. For example, the Little Learners Childcare Centre requires children to achieve developmental standards in their teaching activities and deliver an excellent early childhood education programme, including activities that support interaction and learning (Little, 2024).

Round-the-clock Service: Dawra Durella remains the only agency in Malta that provides full-hour daycare services for parents who work odd shifts at night or early morning (Fenech, 2018).

Tailored Programs: Besides standard childcare services like early learning and child minding, Dawra Durella offers customers extra services like individual napping, school coaching, and homework encouragement for children with particular requirements.

Safe and Secure Environment: The facility is well protected with children's access control and a secure building. All staff members are children-oriented and can work with children all day, including night shifts. Once again, parents can be comfortable with their children being in secure safety and being protected and cared for.

Convenience and Flexibility: Dawra Durella provides door-to-door services, with clients able to arrange flexible drop-off and collection times and the option of evening services. There is also parking within the facility, and the drop-off and pick-up zones are well-lit; hence, multiple accesses enable parents to visit the service at their convenience.

SWOT Analysis

Strengths

Dawra Durella is well-established in the market, associated with quality childcare services, and recommended by parents (Kainiemi et al., 2021). Professionals are hired, and CFRs are used to guarantee the best results even during shift working hours (Joh-Carnella et al., 2023). Services such as tutoring and flexible napping time suit shift workers, while secure facilities ensure children's safety (Kainiemi et al., 2021).

Weaknesses

A significant threat identified for Dawra Durella is the human resources problem, especially hiring and maintaining employees for the night shift. Most domain experts like to work during the day shift, which may force the company to pay more for night-shift employees. Furthermore, operating on a round-the-clock basis creates intricacies of scheduling that are sometimes beyond the capacity of the staff to handle without the need for extra clerical employees. Expenses such as staff wages, electricity and security costs are also considerably high because the factories work twenty-four hours a day, seven days a week.

Opportunities

There is a vast untouched market, like the shift-working families, often healthcare employees. Cooperating with businesses can achieve consistent demand, while the reliability of services can create customer loyalty.

Threats

Competition is also an issue, as other childcare providers may add extra hours to their services or offer 24-hour services, which would put Dawra Durella out of business. Another issue that significantly affects the company's scalability is resource unavailability and the need for skilled night-shift employees. Finally, extending the service across other parts of the community or increasing the capacity of the service may lead to the dilution of the company's resources and, hence, compromise the quality of the service.

Table 1: SWOT Analysis for Dawra Durella 24/7 Childcare Service

Category	Key Points
Strengths	Brand Recognition: Established trust in Malta's childcare market.
	Qualified Personnel: Well-trained team offering high-quality care.
	Diversification: Unique services, including tutoring and overnight care.
	Safe Environment: Secure facilities with advanced monitoring systems.
Weaknesses	Staffing Challenges: Recruitment and training for night shifts may need to be improved.
	Complex Scheduling: Managing 24/7 staff schedules may require additional resources.
	Operational Costs: Increased costs associated with 24/7 services may strain resources.
	Limited Appeal to Traditional Clients: The 24/7 model may alienate parents preferring traditional hours.
Opportunities	Untapped Market: Growing demand for 24/7 childcare from shift workers.
	Strategic Partnerships: Collaboration with healthcare, hospitality, and other industries.

	Customer Loyalty: High potential for long-term relationships with shift-worker families.
Threats	Competition: Potential for new entrants or extended hours from existing providers.
	Resource Scarcity: Limited availability of qualified staff for round-the-clock shifts.
	Expansion Challenges: Scaling operations without compromising service quality.

Porter's Five Forces Analysis

Threat of New Entrants

The threat of new entrants is moderate. The 24/7 childcare service model requires significant investment and operational expertise, which may deter new players. However, existing childcare providers in Malta could replicate the model relatively easily by extending their hours, presenting a competitive challenge.

Bargaining Power of Suppliers

The bargaining power of suppliers is low to moderate. Dawra Durella relies on skilled personnel and infrastructure, but specialised caregivers (e.g., certified first responders) may demand higher wages, increasing dependency on a specific labour pool. While this creates some leverage for suppliers, the availability of qualified workers mitigates excessive influence.

Bargaining Power of Buyers

The bargaining power of buyers is moderate to high. Parents, as consumers, hold significant influence due to their reliance on trustworthy childcare services. However, Dawra Durella's unique 24/7 offering reduces alternatives, giving the company a distinct advantage in retaining customers.

Threat of Substitutes

The threat of substitutes is low. Traditional daycare centres do not cater to the needs of parents working irregular hours, making Dawra Durella's service offering relatively unmatched in the Maltese childcare market.

Industry Rivalry

Industry rivalry is moderate. While most competitors operate within traditional business hours, the success of Dawra Durella's 24/7 model could prompt others to adopt similar services, intensifying competition. Nonetheless, Dawra Durella's established reputation and first-mover advantage position it firmly against potential rivals.

Table 2 Porter's Five Forces Analysis

Force	Analysis
Threat of New Entrants	Moderate: Capital-intensive industry; existing providers may expand service hours, increasing rivalry.
Bargaining Power of Suppliers	Low to Moderate: Dependence on specialised caregivers gives suppliers some leverage, but the availability of workers mitigates this.
Bargaining Power of Buyers	Moderate to High: Parents hold power, but 24/7 service limits alternatives, enhancing customer retention.
Threat of Substitutes	Low: Traditional daycare centres do not cater to flexible hours, making Dawra Durella's offering unique.
Industry Rivalry	Moderate: The 24/7 model may provoke competition, but Dawra Durella benefits from the first-mover advantage.

Primary Target Market

Parents in continuous service and those who do not require childcare during business daytime are the primary clients proposed by Dawra Durella's 24/7 childcare service. This covers employees in the health facilities, police force, and hotel industries, to mention a few, where working in shifts and long hours is the order of the day. As much as these parents are employed with hectic working schedules, offering proper care for their children becomes challenging. Dawra Durella provides a solution that is needed by this demographic and offers a plan that is both flexible and dependable. Another essential and sensitive segment of the primary market consumers is

single parents. As a result of the need for more partners and companions to share these tasks, single parents always experience an absence of reliable and flexible childcare services (Arpino and Luppi, 2020).

Secondary Target Market

The second target market is business organisations, which may be interested in providing childcare services to their workers. Most organisations in Malta are beginning to understand that work-life balance enhances productivity and employee satisfaction (Magro, 2023). These companies form good partners with Dawra Durella because they can offer a good service that could benefit their employees. It improves the employer's workforce satisfaction and brings positive demands to corporations as strong claims for family-friendly workplaces. Another segment within the second tier is families needing emergency care in various situations, such as doctor appointments or trips (Borghini et al., 2021). In doing so, Dawra Durella enlarges its audience and underlines the company's effort to embrace any family in Malta.

Product or Services Positioning

Product

Dawra Durella's childcare service offers a rare solution for families who need custom and part-time childcare for their children. Unlike common daycare centres, the service entails special features like the possibility of choosing meal times and naps, which will be considered as the peculiarities of every child's schedule. Further, encouraging children's sleep schedules entails familiar pre-sleep practices during overnights. As for their education, Dawra Durella offers academic support for homework, which takes a burden off the parents. The centres also have designated sleeping, playing and drop-off zones to provide supportive Childcare and cleaning services for children.

Positioning

Dawra Durella aims to be recognised as Malta's premier specialised childcare solutions company. Its slogan is 'Childcare 24/7. Anytime, Every Time' points to the company's values, such as flexibility, safety, and comprehensiveness of services. The service is advertised as revolutionary as it will help working families with radical working hours and eliminate stress. This positioning strategy focuses on the issues of trust, which the users of childcare services can rely on, which is very important in the childcare industry. Another aspect of the delivery of childcare services is that

Dawra Durella provides quality care and communicates effectively with parents. This makes it build strong relationships and extend its reputation as Malta's leading childcare service provider (Fenech, 2018).

Marketing Objectives

Increase Client Base: Establish the firm's clientele list by 20% in the first year through effective marketing, focusing on parents with irregular working schedules, single parents, and corporates.

- Increase brand recognition by marketing Dawra Durella as Malta's leading 24/7 childcare service, achieving a 30% increase in social media engagement and 20% growth in brand recall surveys within the first year (Fenech, 2018).
- Attain over 50% of clients signing up for long-term membership packages by the end of the first operational year to ensure steady revenue streams.
- Achieve an average customer satisfaction score of 90% in annual parent surveys by consistently delivering high-quality care tailored to individual family needs.
- Establish partnerships with at least ten corporate employers within the first operational year to offer childcare solutions for their employees.

Marketing Mix Implementation

Product

Features of childcare services include 24/7 availability, flexible meal options, help with schoolwork, kid's nap time and bedtime, and disappointing safety measures while transferring kids (Herman et al., 2021).

Price:

Dawra Durella is affordable, with charges based on the hours spent on daily childcare. It has packages for groups and corporations, especially for shift workers, making childcare much more accessible for employers and their employees.

Place:

The centres are conveniently located near the central workplaces, hospitals and hotels. They also provide secure parking spaces, well-illuminated drop-off points/areas, and security throughout the night.

Promotion:

Most of its marketing is done online through advertising on social media sites, engaging with local merchants, and gauging the extent of uptake through sales, interactions with social media accounts, and feedback from partner companies.

People:

To ensure high-quality services, Dawra Durella locates skilled personnel with adequate knowledge of child development and nighttime care and offers them insufficient training and support throughout their working period.

Processes

Online bookings through a mobile or web platform and real-time notification through alerts (e.g., SMS) enhance the customer journey and guarantee the best results (Skoulikas, 2024).

Physical Evidence

Dawra Durella's services are being marketed using virtual tours and testimonials, which creates trust with potential clients.

Budget Monitoring

As it aims to deliver round-the-clock childcare services, Dawra Durella needs to develop a solid budget control measure, such as controlling facility developments, advertising promotion, and staff education expenses (Urefe et al. 2024). Biannual reviews will indicate resource consumption patterns and financial statements to help promptly correct inefficiencies. Besides, one needs to describe how to handle future budget increases, and they form part of a viable strategy. For example, the contingency fund can finance unexpected costs if the project shows that some areas are over the budget. Any variations in the budget that has been set would trigger further assessments of organisational efficiency, further reductions, or even the reassessment of marketing investments.

Table 3: Estimated Budget Allocation Table

Expense Category	Amount (€)	Percentage of Total
Facility Upgrades	€50,000	55%
Marketing Campaigns	€15,000	17%
Staff Training	€10,000	11%

Operational Costs (Utilities, Supplies)	€10,000	11%
Contingency Fund	€5,000	6%
Total	€90,000	100%

Evaluation of Results

To measure the effectiveness of the 24/7 childcare service by Dawra Durella, specific KPIs relevant to the services will be tracked, and each of them has its tool and source of data to be tracked (Picozzi et al. 2024). A target of an increased enrolment of clients by 20% in the first year will be used to assess the results at the end of each month using the firm's internal enrolment database. Membership retention at at least 85% will be evaluated by the membership data from the company's customer relationship management (CRM) database to show long-term customers. Hence, the level of customer satisfaction will be assessed by administering questionnaires to the parents monthly, with an estimated 90% positive response rate of SurveyMonkey or Google Forms. To assess Promotional Campaigns, new followers on social media sites will be monitored using the analytics provided by the social media site. We aim to attain 1000 new followers on our Facebook and Instagram sites.

Table 4: Evaluation Metrics Table

Metric	Target	Evaluation Tool
Enrolment Growth	20% increase	Monthly Enrolment Reports
Membership Retention	85% renewal rate	Membership Data Analysis
Customer Satisfaction	90% positive feedback	Parent Feedback Surveys
Social Media Engagement	1,000 new followers	Analytics from Social Media Platforms
Corporate Partnerships	10 collaborations	Partnership Agreements

Conclusion

Dawra Durella offers a valuable solution for working families in Malta by providing 24/7 childcare services that address the needs of parents with irregular working hours. This service fills a significant gap in the market, offering not only night and weekend care but also tailored routines,

tutoring, and secure premises for children. To build on this success, Dawra Durella should focus on expanding its reach by opening additional centres in areas with high concentrations of shift workers, such as near hospitals, emergency services, and large businesses. This will enhance accessibility and allow the company to serve a broader range of families. Furthermore, targeted marketing campaigns should be increased, highlighting the service's unique features through social media, local partnerships, and community outreach. By sharing success stories and parent testimonials and showcasing the quality of care, Dawra Durella can build stronger relationships with potential clients and increase brand visibility. Additionally, to ensure the delivery of high-quality services, the company must continue investing in the training and development of its staff. Specialised training in child development, emergency response, and customer service will ensure that caregivers can provide the best care. Finally, offering flexible pricing models, including long-term and bulk packages, will cater to the varying financial needs of families, encouraging excellent customer retention and loyalty.

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