

# Strategic CRM Recommendations Report for Walt Disney

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APRIL 2023

ND Title page - good

~~P2588288~~

*MARK3114*

*Nurdilek Dalziel*

*Assignment 2*

*1647 Words*



82%

ND Table of Contents is good

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# 1. Smart Objectives

## 1.1 Customer Development:




<b>Objective:</b> To upsell Disney travel packages to 3% of existing customers for their next holiday.
<b>Digital Strategy:</b> Outbound calls (telemarketing)
<b>Metric:</b> Customer retention rate

### 1.1.1 Justification:

Theoretically, the process of exploiting the value of retained customers is known as customer development (Buttle and Maklan, 2019). Disney have a favourable retention rate of 83%, meaning there is an opportunity to capitalise on here to develop customer relationships (Comparably, 2022). As such, a key recommendation would be to upsell Disney packages to existing customers through telemarketing. Disney offer upgrading package options on their website as evidenced below. Upselling travel packages by laddering options to customers stimulates them to choose upgrading when personally recommended (Jin et al, 2012). Thus, personally reaching out to existing customers not only fosters loyalty but 80% are likely to spend more (Covello, 2021). Significantly, this is demonstrative of evolving customer behaviour as more customers are becoming easily incentivised to brands they are loyal to (Tabor, 2022).

Strategically, telemarketing would be the optimal approach in personally communicating with customers. Outbound calls from Disney is an efficient method by easily accessing existing customer data. Telemarketing has long since been an effective tool when utilised in the right industry (Moncrief et al, 1989). For example, Legoland Dubai applied telemarketing to illustrate hospitable customer service (George, 2021). Personal selling through outbound calls cultivates a bilateral dyadic relationship between Disney and the customer as it directly targets a greater share of wallet (Miles et al, 2013). The metric employed here is customer retention rate which is defined as the proportion of customers who continue to trade over a time period (Fader and Hardie, 2007). While this calculation does allow effective targeting of loyal customers, it is not a strong reliable indicator of purchase intention and should be used concertedly with other customer management metrics such as customer lifetime value to help target the loyal customers (Keiningham et al, 2007).

*good*



**Disney's All-Star Sports Resort**  
14 nights during summer holidays, including:


- 2 FREE nights - stay 2 weeks to **save £273** on your holiday!
- 14-Day Ticket for the price of 7
- Memory Maker worth \$199

**From just £917 per person**

✕ **Plus!** Add a flight to your holiday package and enjoy \$200 Disney Spending Money.

Affordable comfort in hotels packed with Disney touches, ideal for families on the go, with 2 FREE nights on a two-week stay.

- 📍 Disney's All-Star Movies Resort
- 📍 Disney's All-Star Sports Resort
- 📍 Disney's Art of Animation Resort
- 📍 Disney's Pop Century Resort



**Disney's Port Orleans Resort - Riverside**  
14 nights during summer holidays, including:

- 4 FREE nights - stay 2 weeks to **save £997** on your holiday!
- 14-Day Ticket for the price of 7
- Memory Maker worth \$199

**From just £1,132 per person**

✕ **Plus!** Add a flight to your holiday package and enjoy \$200 Disney Spending Money.

Hotels rich in Disney theming with larger rooms and more dining and recreation options, with 4 FREE nights on a two-week stay.

- 📍 Disney's Caribbean Beach Resort
- 📍 Disney's Coronado Springs Resort
- 📍 Disney's Port Orleans Resort - French Quarter
- 📍 Disney's Port Orleans Resort - Riverside
- 📍 Disney's Four Seasons Resort

**Up-selling options**

[DisneyHolidays/Link](#)

## 1.2 Customer Engagement:

ND Customer segmentation

**Objective:** Increase brand engagement by 5% by increasing hashtag use on Disney's social media channels in the next 12 months.

**Digital Strategy:** Hashtag use (social media marketing)

**Metric:** CSAT, NPS and Sentiment Analysis

### 1.2.1 Justification

Social media marketing is an integral part of marketing operations. Disney have more than 50 million followers on platforms Twitter, Instagram and Facebook and run multiple accounts. One of these accounts include Disney's customer service, where customers directly resolve issues or inquire for information. However, engagement levels are low as they fall behind in understanding the distinctive needs of the customers (Ding, 2022). Therefore, it is recommended that Disney improve brand engagement levels through more diverse hashtag use on social media. Disney's hashtags generally consist of the names of their products/shows as seen in Appendix 1. However, user hashtags consisting of #disneyhelp or #disneycustomerservice are rarely responded to as evidenced in the following page. Research has found that varied hashtag use drives customer interaction as it appeals to different customer motives, such as needing customer service or engaging in entertainment (Hamilton et al, 2016). Moreover, hashtags help brands understand online discourse and eases user experience when helping customers direct concerns (Laucuka, 2018). A common theme should be reflected in hashtags, so it is easily grasped by multiple users (Tiago et al, 2017) such as #disneycustomerhelp. Netflix have a customer service page that personally addresses customers (evidenced below), uses emojis and maintains a light humanistic tone whilst Disney's language is toneless and replies late – this needs improvement.

However, a common disadvantage to widespread social media hashtags is when customer's adopt the company's hashtags for different, unrelated reasons which directs customers away from the hashtag's original place with the company (Macready, 2022). This is known as hashtag hijacking and can influence brand image (Xanthopoulos et al, 2016). However, the likelihood of this is low as the proposed hashtag is distinctive to Disney's customer service team so it is easily distinguishable.

The metric Disney would be customer satisfaction score (CSAT), which is the customer's response to a customer experience (Buttle and Maklan, 2019). These are accessible to customers through hyperlinks attached in Disney bios. It direct customers to surveys where they quantify their satisfaction levels leading to customised interaction (May et al, 2020). Placing CSAT surveys across social medias can drive engagement which is important when influencing purchase intention and dealing with post-purchase dissonance (Darmawan, 2021). Furthermore, CSAT helps not only track general satisfaction but helps set targets (Van Hese, 2021). Alternatively, through hashtags, analysing the volume of the conversation around a specific topic, and identifying frequency and sentiment words (positive, negative, neutral) denotes the emotions and richer insights into the customer perspectives (Rodríguez-Ibanez et al, 2023).

To gain a greater insight into the satisfaction levels, the net promoter score (NPS) can be used in conjunction with the above metrics and is the percentage of promoters subtracted from the percentage of detractors (Reichheld, 2003). Statista (2022,) finds that 89% of businesses worldwide utilise this metric to assess customer opinion (Appendix 2). Essentially, this metric expresses advocacy levels of a customer as it asks how likely they would recommend the brand to new users, influencing company growth (Mandal, 2015). However, a key criticism of NPS is that it does not extract the root of satisfaction levels (Grisaffe, 2007), which is why sentiment analysis and CSAT be used conjunctively

with NPS. The use of all metrics through social media hashtags can help influence perceived justice of the customer if they receive positive service from Disney's help accounts and resultantly, give positive customer satisfaction ratings (Hoffman and Kelley, 2000).

*very good*

**Paul Packer @PaulAqaur168 · Aug 22, 2020**  
 @DisneyStoreRBX Do I continue to wait on the phone after 4 hours, or just throw in the towel. #disneycustomerservice #disneycastmember

Thanks for making my 4 year we're used to. #Disneyland #disneycustomerservice

9:59 AM · Mar 10, 2019

**Sharon Ivette** (Top fan)  
 Anyone know when the tickets will be available for purchase

**No reply for many days, sad reactions from other users indicate dissatisfaction**

**Disney+ Help @DisneyPlusHelp**  
 Hi there! Thank you for reporting this to us! We would like to take a closer look into this with you. Please reach out to us via call or chat, right here: help.disneyplus.com so we can further investigate. If there is anything else we can assist you with, please let us know!

**Judy Delos Reyes**  
 Instead of remaking these wonderful stories that destroy childhood memories maybe Disney can make digitally restored films?

**Customer recommendation – no answer from Disney or acknowledgement over a week.**

**Alex @alemartino76 · Jun 15, 2022**  
 Gracias por la respuesta. He intentado desde la app de un LED Samsung y con la app incluida en Flow de Cablevisión. En ambas llega al 25%.

**Netfix CS @Netfixhelos**  
 Gracias a ti Alex! Esto que nos comentas puede deberse a un tema de conexión de red, pero para poder descartarlo ¿podrías ver si en otras aplicaciones que utilicen internet también se traban o cargan lento los videos? Intenta hacer la prueba en ambos dispositivos ^GS

**Personalised, light and engaging tone, emojis, follow up reply and multiple solutions provided**  
[Twitter/Netfix/Link](#)

**Late reply, automated robotic tone and no immediate solution (customer has to contact further)**  
[Twitter/Disney/Link](#)

**gamer4life @playstationyear · Feb 6**  
 I contacted you guys already you said you was working on it 2 months ago. And knew of the issues.

**No follow up reply**

### 1.3 Customer Acquisition:

**Objective:** Increase customer acquisition rate by 5% through diversifying customer range by targeting different demographics in the next 2 years. ND 1

**Digital Strategy:** Digital event management and direct email communication

**Metric:** customer acquisition cost, email click through rates

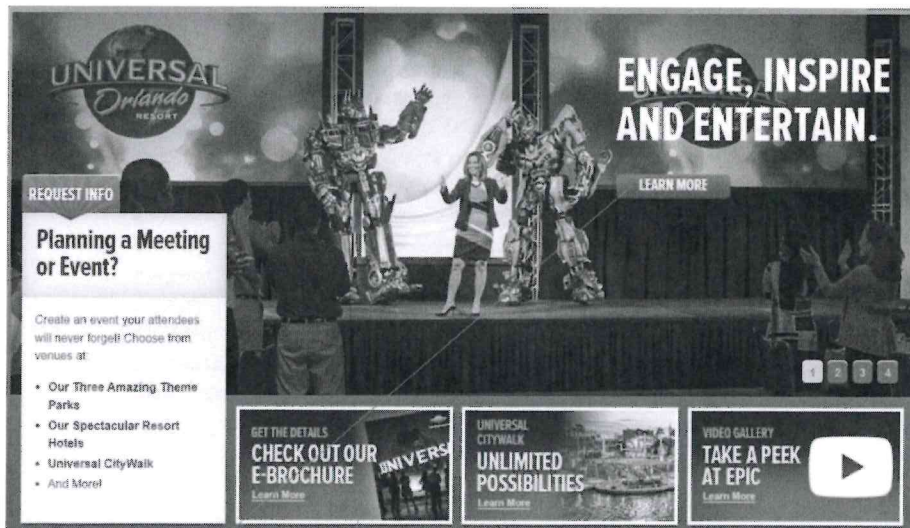
#### 1.3.1 Justification:

In principal, the process of obtaining new customers to buy from a business is formally regarded as customer acquisition (Clow and Baack, 2009). Disney's annual market value has been increasing by 18% and this is attributed to Disney's rapid growth in attracting streaming customers (Chen et al, 2021). It is widely acknowledged that Disney is 'everything for children' (Shen et al, 2021, pg. 767). While this is the primary target audience, it is recommended Disney continue to diversify their targeting *within* demographics; such as, aiming to acquire groups of people such as graduation students, high school trips, girls groups or grandparents in couples who may want to relive memories. Targeting niche segments is not new to Disney who create memorable experiences for those celebrating birthdays or anniversaries (Allen, 2014). Therefore, the opportunity to continue exploring diversifying target segments is important as it drives competitiveness and growth (Johnson and Selnes, 2005).

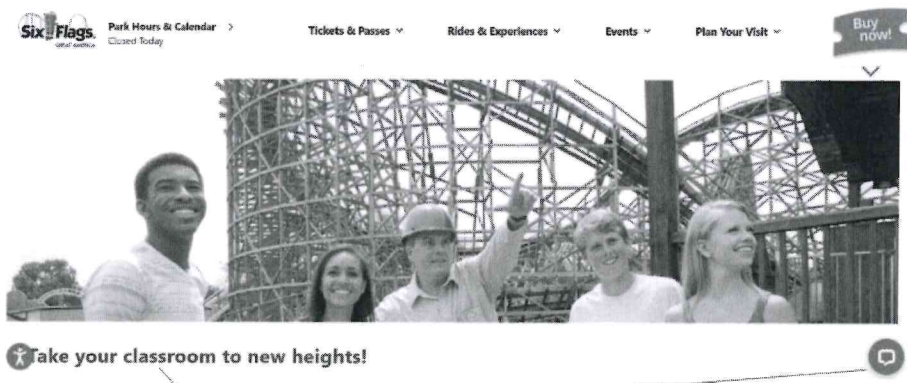
Competitor Six Flags also diversify audiences by targeting groups (schoolchildren, university students,) to visit their theme park for science learning (Svrluga, 2022). One of Disney's main competitors, Universal Studios, also go beyond their central audiences by gaining real time feedback and opinion from their audiences through live digital content spaces (WARC, 2017). Therefore, the digital strategy Disney could use would be digital event management where people join to learn about Disney packages and could then be converted to customers after visiting social medias or website. Research has found that online events that stimulate communication can affect behavioural intention (Hickman et al, 2019). Significantly, events that hold value to new customers emotionally and experientially will drive customers to begin a relationship with a brand as moments in the event can act as the moment of truth where they are convinced to buy into the brand (Appendix 3) (Wood, 2009). An important component of digital events is word-of-mouth so having existing customers provide real time reviews of their experiences to new customers in these digital events could encourage purchase intention (Preston, 2012). Collecting email addresses within the event would give Disney a new digital touchpoint to contact potential customers through automated emails to prompt customers to visit websites or call Disney and initiate their consumer life cycles (Stone et al, 2003). Email automation informs closed-loop marketing, where conversion rates can improve through improved planning and measuring (Erickson, 1992).

The metric Disney would use to measure would customer acquisition cost, where cost of marketing and sales is divided by number of new customers to reveal how costly it is for a business to acquire a new customer (Ang and Buttle, 2006). This is a key formula as it allows Disney to evaluate whether they are spending enough to gain customers and helps set targets to improve acquisition rates. Additionally, the email click-through metric facilitates an understanding into how many customers actively looking to purchase or seek more information, and the lower it is the greater planning needed from Disney to improve attraction of clicking links in emails (Kumar and Salo, 2016).

ND Critical analysis



Digital event spaces users can browse, and digital brochures users can get more information on and be directed to upcoming events <https://www.uomeetingsandevents.com/>



Targeting a group of students from children to graduation students and automated chatbot provided for further assistance <https://www.sixflags.com/greatamerica/events/physics-day>

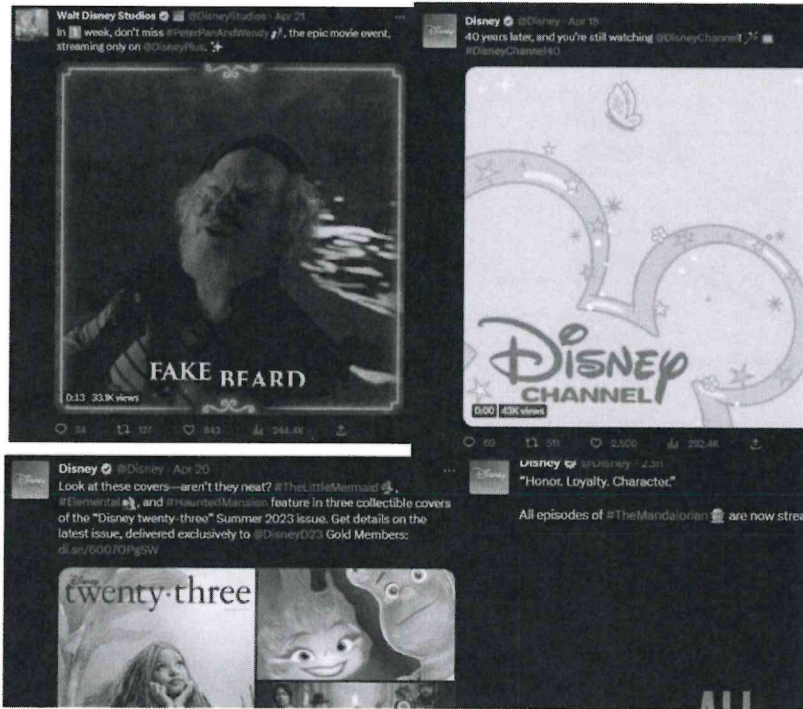
## 2. Conclusion

ND Conclusion - digital CRM

In conclusion, the recommended strategies outlined in this report possess the core purpose in developing Disney's customer relationship management. Upselling packages stimulates customer development as customers plan to repeat purchase – evidenced in the retention rate (Buttle and Maklan, 2019). Although, retention rate does not entirely convey loyalty, employing similar metrics such as lifetime value helps target those who have a stronger relationship with Disney (Gupta et al, 2006). Secondly, improving customer service via social media eases user experience when navigating how to express concerns measured through CSAT (May et al, 2020). A challenge would be Disney cannot decipher the root of the satisfaction scores or ask customers to elaborate – however, sentiment analysis can give an idea. Lastly, targeting under targeted demographics can improve acquisition levels through digital events to collect email addresses from. Automated emails are efficient for Disney although, customers can get deterred from completing purchases if links lead to more links (Erickson, 1992). More pertinently, it facilitates better planning and allocation of resources to improve acquisition and capitalise on customer relationship management for the future.

### 3. Appendices

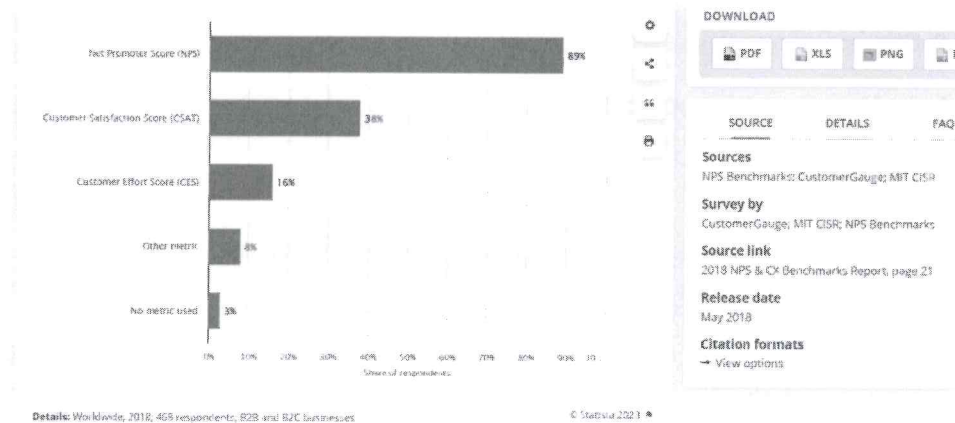
#### Appendix 1: Evidence of Disney's current social media hashtags. [Disney/Twitter/Link](#)



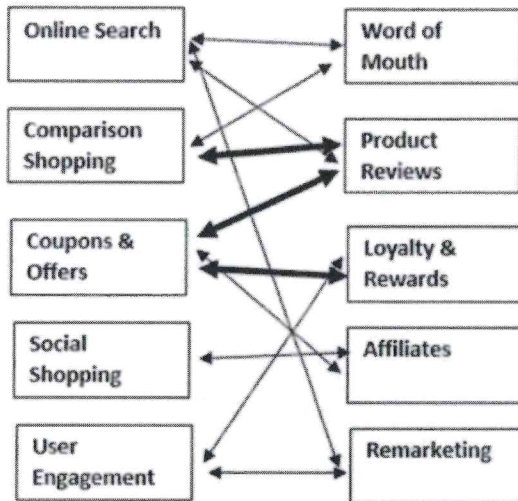
#### Appendix 2: NPS Customer Metric

Statista (2022) Customer experience surveys: Most popular metrics 2018. Statista Research Department. Available at: <https://www.statista.com/statistics/1041638/most-popular-metrics-to-measure-customer-experience/> (Accessed: April 23, 2023).

#### Most popular customer experience metrics used by businesses worldwide in 2018



## ZMOT



- Step-1: Read a blog post
- Step-2: View a display ad
- Step-3: Read product reviews
- Step-4: Visit a product comparison website
- Step-5: Clicked on an organic search result
- Step-6: Clicked on a paid search result
- Step-7: Made a purchase

At any point before the purchase, something that convinces the customer to complete the purchase acts as the zero moment of truth. For Disney, this could be whatever positive word of mouth they receive in the proposed digital events.

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(Accessed: April 23, 2023).

82 /100

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PAGE 1

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PAGE 2

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QM Title page - good (Nurdilek Dalziel)  
Title page good

PAGE 3

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QM Table of Contents is good (Nurdilek Dalziel)

PAGE 4

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QM Good (Nurdilek Dalziel)  
Good  
  
Text Comment. (Nurdilek Dalziel) good

PAGE 5

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QM Customer segmentation (Nurdilek Dalziel)  
Customer segmentation missing

PAGE 6

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Text Comment. (Nurdilek Dalziel) very good



**Comment 1 (Nurdilek Dalziel)**

this needed to be specified

QM

**Critical analysis (Nurdilek Dalziel)**

You only looked at positives of the metrics. Needed to take a critical review of the literature.

QM

**Conclusion - digital CRM (Nurdilek Dalziel)**

You needed a closer focus on digital CRM. In this section we were expecting to see the benefits of digital CRM for your company and its customers.

QM

**Ref. list - Good (Nurdilek Dalziel)**

This reference list demonstrates a good level of engagement with the module materials.

**S OBJECTIVES (5%)**

70 / 100

THREE relevant and meaningful SMART objectives are presented on areas such as customer acquisition, retention, development, satisfaction, engagement, experience targets.

MISSING/VERY POOR Objectives not identified/ / very poorly identified.  
(0)

POOR Poor objectives outline and these do not necessarily meet SMART criteria.  
(25)

BARE PASS Reasonable objectives outline. Provided basic understanding of objectives meeting some SMART criteria.  
(40)

SATISFACTORY Provides effective objectives linked clearly to key Customer Lifecycle stages/terminology. Objectives satisfactorily meet SMART criteria.  
(50)

GOOD Good objectives outline and these clearly linked to SMART criteria & Customer Lifecycle stages/terminology  
(60)

**VERY GOOD Very good objectives outline that displays a thorough ability to construct and organise arguments. Objectives are clearly linked to SMART criteria & Customer Lifecycle stages/terminology**  
(70)

EXCELLENT Excellent objectives outline that displays a thorough ability to construct and organise arguments. Objectives are clearly linked to SMART criteria & Customer Lifecycle stages/terminology  
(100)

**DIG STRATEGY (5%)**

100 / 100

THREE relevant and meaningful DIGITAL strategies are presented.

MISSING/VERY POOR Fails to identify digital strategies / very poorly identified.  
(0)

POOR Provides poor digital strategies with some weak link to objectives  
(25)

BARE PASS Reasonable digital strategies provided with some link to objectives  
(40)

SATISFACTORY Satisfactory digital strategies provided with some link to objectives  
(50)

GOOD Good digital strategies provided with clear links to set objectives  
(60)

VERY GOOD Very good digital strategies provided with clear links to set objectives  
(70)

**EXCELLENT Excellent digital strategies provided with clear links to set objectives. Framing of objectives demonstrates excellent and up to date knowledge.**  
(100)

**MRKT METRICS (5%)**

100 / 100

THREE relevant and meaningful Marketing Metrics are presented

**MISSING/VERY POOR** (0) Fails to identify marketing metrics / very poorly identified.

**POOR** (25) Provides poor marketing metrics with some weak link to objectives/ strategies.

**BARE PASS** (40) Reasonable marketing metrics provided with some link to objectives/strategies.

**SATISFACTORY** (50) Satisfactory marketing metrics provided with some link to objectives/strategies.

**GOOD** (60) Good marketing metrics provided with clear links to objectives/ strategies.

**VERY GOOD** (70) Very good marketing metrics provided with clear links to set objectives/ strategies.

**EXCELLENT** (100) **Excellent marketing metrics provided with clear links to objectives/ strategies.**

**JUST - OBJ/ST (20%)**

100 / 100

Proposed objectives and strategies are justified well with screenshots from the chosen company, market trends, evolving consumer behaviour and so on.

**MISSING/VERY POOR** (0) Screenshots, market trends or evolving behaviour not shown / very poorly presented.

**POOR** (25) Justification with some indication of two of the following screen shots, market trends or consumer behaviour.

**BARE PASS** (40) Somewhat fair justification showing evidence of screen shots and trends.

**SATISFACTORY** (50) Fair justification of objectives and strategies supported by satisfactory evidence e.g., screenshots, market trends and consumer behaviour.

**GOOD** (60) Good of objectives and strategies supported by satisfactory evidence e.g., screenshots, market & consumer behaviour trends.

**VERY GOOD** (70) Very good justification of objectives and strategies supported by satisfactory evidence e.g., screenshots, market & consumer behaviour trends.

**EXCELLENT** (100) **Excellent justification of objectives and strategies. Justification demonstrates exceptional understanding of relevant objectives and these are tied in well to strategies in formulating a rich rationale.**

**JUST -METRICS (20%)**

60 / 100

Proposed marketing metrics are justified well with references to the chosen objectives and strategies.

MISSING/VERY POOR (0)	No or very little linkage is presented between marketing metrics and objectives & strategies.
POOR (25)	Some attempt is made to relate metrics to objectives / strategies but poorly.
BARE PASS (40)	Somewhat a fair attempt is made to relate metrics to objectives / strategies.
SATISFACTORY (50)	A fair attempt is made to relate metrics to objectives / strategies.
<b>GOOD (60)</b>	<b>A good attempt is made to relate metrics to objectives / strategies.</b>
VERY GOOD (70)	A very good attempt is made to relate metrics to objectives / strategies.
EXCELLENT (100)	An excellent attempt is made to relate metrics to objectives / strategies.

**CRITIC. THINK (10%)**

**60 / 100**

Discussion for each metric is well-developed showing critical thinking skills.

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MISSING/VERY POOR (0)	No or very little critical thinking skills presented.
POOR (25)	Some critical thinking skills presented but poorly.
BARE PASS (40)	Somewhat fair critical thinking skills presented.
SATISFACTORY (50)	Fair critical thinking skills presented.
<b>GOOD (60)</b>	<b>Good critical thinking skills presented.</b>
VERY GOOD (70)	Very critical thinking skills presented.
EXCELLENT (100)	Excellent critical thinking skills presented.

**LITERATURE (20%)**

**100 / 100**

Discussion is supported well with module resources and relevant academic and practitioner literature.

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MISSING/VERY POOR (0)	Failure to cite credible academic sources. At times poor quality sources are used.
POOR (25)	or identification of relevant information and data related to the context. Fails to analyse the information with a view to developing fully justified interventions. Limited evidence of reading on some relevant Customer Management theories &

literature for an informed and critical discussion. The discussion tends to be somewhat descriptive.

BARE PASS  
(40)

Somewhat fair identification of relevant information and data related to the context. Achieves to analyse the information with a view to developing justified interventions. Somewhat fair evidence of reading on some relevant Customer Management theories & literature for an informed and critical discussion. The discussion tends to be descriptive in significant areas.

SATISFACTORY  
(50)

Fair identification of relevant information and data related to the context. Achieves to analyse the information with a view to developing justified interventions. Fair evidence of reading on some relevant Customer Management theories & literature for an informed and critical discussion. The discussion tends to be fairly critical in significant areas.

GOOD  
(60)

Good identification of relevant information and data related to the context. Achieves to analyse the information developing justified interventions. Good evidence of reading on some relevant Customer Management theories & literature for an informed and critical discussion. The discussion develops critical analysis in significant areas.

VERY GOOD  
(70)

Very good identification of relevant information and data related to the context. Achieves to analyse the information developing justified interventions. Good evidence of reading on some relevant Customer Management theories & literature for an informed and critical discussion. The discussion develops very good critical analysis in significant areas.

EXCELLENT  
(100)

**Excellent identification of relevant information and data related to the context. Achieves to analyse the information developing justified interventions. Good evidence of reading on some relevant Customer Management theories & literature for an informed and critical discussion. The discussion develops excellent critical analysis.**

CONCLUSION (10%)

50 / 100

It is presented well how the chosen company can benefit from digital CRM, with references to customer value and cost-efficiency.

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MISSING/VERY POOR (0) Fails to provide any conclusion or very poorly presented

POOR (25) Limited insight drawn from previous section.

BARE PASS (40) Somewhat fair ability to highlight how the chosen company can benefit from digital CRM.

SATISFACTORY (50) **Fair ability to highlight how the chosen company can benefit from digital CRM.**

GOOD (60) Good ability to highlight how the chosen company can benefit from digital CRM.

VERY GOOD (70) Very good ability to highlight how the chosen company can benefit from digital CRM.

EXCELLENT (100) Demonstrates an excellent ability to highlight how the chosen company can benefit from digital CRM.

**PRESENTATION (5%)**

100 / 100

Presentation, Structure, Referencing and Professionalism (including language and grammar).

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MISSING/VERY POOR (0) No citation, very poorly cited

POOR (25) Some errors in Harvard referencing. Poor communication, organisation and presentation of information. Fails to communicate information appropriately and accurately using clear, accurate English, well organized and well presented, with flow and progression.

BARE PASS (40) Somewhat fair referencing. Reasonable communication, organisation and presentation of information. Fails to communicate information appropriately and accurately using clear, accurate English, well organized and well presented, with flow and progression.

SATISFACTORY (50) Satisfactory referencing. Satisfactory communication, organisation and presentation of information. Satisfactorily and accurately communicates information using clear, accurate English, well organized and well presented, with flow and progression.

GOOD (60) Good referencing, communication, organisation and presentation of information. Achieves to communicate information appropriately and accurately using clear, accurate English, well organized and well presented, with flow and progression. Graduate skills- Graduate Employability Skills: Ability to relate theory to professional practice.

VERY GOOD (70) Very good referencing, communication, organisation and presentation of information. Achieves to communicate information appropriately and accurately using clear, accurate English, well organized and well presented, with flow and progression. Graduate skills- Graduate Employability Skills: Ability to relate theory to professional practice.

EXCELLENT (100) Excellent referencing skills, communication, organisation and presentation of information. Achieves to communicate information appropriately and accurately using clear, accurate English, well organized and well presented, with flow and progression. Graduate skills- Graduate Employability Skills: Ability to relate theory to professional practice.

