

BSc Business Management

Marketing Fundamentals [MKT5001]

Coursework Assessment Brief Summer Term 2017

Submission deadline: **23:59 PM on 15th August 2017**

Submission mode: **Turnitin online access**



1. General Assessment Guidance

- Your summative assessment for Marketing Fundamentals (MKT5001) is a **Coursework** submission.
- The deadline for submission is **23:59 PM** on **15th August 2017**
- You are required to submit your assessment via Turnitin online access. Only submissions made via the specified mode will be accepted and hard copies or any other digital form of submissions (like via email or pen drive etc.) will not be accepted.
- For coursework, the submission word limit is 2,000 words. You must comply with the word count guidelines. You may submit LESS than **2,000** words but not more. Tables, diagrams, bibliography, appendices, annex and headings are NOT included within word count calculations. You must specify total word count on the front page of your report.
- For coursework, please use font size 12 for body text and the typeface (font) should be Arial or Times New Roman with minimum 1.5 spacing.
- For headers and titles, please use font size 14. Your submission must have standard margins and page numbers.
- Please use English (UK) as your language in the submission.
- Do not put your name or contact details anywhere on your submission. You should only put your student identification number (SRN) which will ensure your submission is recognised in the marking process.
- A total of 100 marks are available for this module assessment and you are required to achieve minimum 40% to **pass** this module.
- You are required to use only Harvard Referencing System in your submission. Any content which is already published by other author(s) and is not referenced will be considered as a case of plagiarism.

You can find further information on Harvard Referencing in the online library on the VLE. You can use the following link to access this information:

<http://my.bpp.com/vle/mod/data/view.php?d=223&rid=596>

- BPP University has a strict policy regarding plagiarism and in proven instances of plagiarism or collusion, severe punishment will be imposed on offenders. You are advised to read the rules and regulations regarding plagiarism and collusion in the GAR and MOPP which are available on VLE in the Academic registry section.

- You should include a completed copy of the **Assignment Cover sheet**. Any submission without this completed Assignment Cover sheet will be considered invalid and not marked.

2. Assessment Brief

Ben & Jerry's Marketing Report [100% of Module Grade]

This module is assessed through the submission of a written marketing report aimed at addressing key marketing challenges relating to Ben & Jerry's – a global company that manufactures ice-cream, frozen yogurt, and sorbet. The specific requirements of the report will be aligned to several topics covered in this module. Students will produce a written report, fulfilling the criteria detailed below.

Assessment Details

- a) Writing your marketing report is an **individual** assignment.
- b) Coursework hand-out: Week 5.
- c) Coursework Due Date: **Tuesday 15th August 2017 by 23:59.** Submissions made after this time will not be marked
- d) The word limit for this assignment is 2,000 words. You must comply with the word count guidelines – **any work which exceeds the 2,000 limit will not be marked**. The word limit does not include title page, contents page, references, bibliography, appendices or business matrices such as a Positioning map.
- e) This coursework assignment carries 100% weighting for your overall mark in the Marketing Fundamentals module.
- f) Submit your assignment by uploading your document via TURNITIN on the VLE.

2.1. Case Study – Ben & Jerry's

Overview:

When Ben Cohen & Jerry Greenfield met in a gym class in 1963, they realised that they hated running, but loved food. They also agreed that it was no fun being in business just to earn a living – they wanted to enjoy themselves and make a difference too.

In 1977 they enrolled in a \$5 correspondence course in ice cream and a year later they started their Ben & Jerry's business in a renovated petrol station.

Over the years more and more people discovered the delights of Ben & Jerry's ice cream, and by the end of the 80s, they had over 80 ice cream scoop shops in 18 American states.

The following decade Ben & Jerry's went global, launching in the UK in 1994, then Ireland in 2000, closely followed by the rest of Europe.

Ben & Jerry's operates on a three-part mission which aims to create linked prosperity for everyone that's connected to the business.

The mission incorporates:

- 1) Sourcing and making the best products,
- 2) Managing the company for sustainable growth,
- 3) Supporting the social good.

Ben & Jerry's was the first ice cream company to use Fairtrade-certified ingredients, and has strong sustainability credentials. It supports a number of causes and initiatives, and uses its brand to lobby its customer base to do the same.

With flavour names like Phish Food and What-a-lotta Chocolate, Ben & Jerry's has built a reputation over the years as a fun-loving company with a unique and creative approach to business.

The company was acquired by Unilever in 2000, offering lovers of Ben & Jerry's even more choice in more places.

Today, Ben & Jerry's like to say there are two kinds of people in the world: those who love Ben & Jerry's ice cream and those who haven't tried it yet.

Targeting and Positioning:

Ben & Jerry's targets individuals looking for a treat - to enjoy with friends, or when watching a movie. Given the price point, it is purchased by those with a higher than average income, or people looking for an occasional 'luxury' snack.

The company has stayed with the upper-scale of the ice cream market, competing on product quality rather than convenience or price, which are the case with its closest competitors. Ben & Jerry's target customers with high end ice cream tastes and unique flavours.

It positions itself as unconventional and quirky, with its fun flavour names, and informal tone of communication.

Competition:

Ben & Jerry's primary competitor is Häagen-Dazs. Other ice cream brands include Wall's (Carte D'or, Magnum, Cornetto and Viennetta) which is also owned by Unilever. Ben & Jerry's have a number of indirect competing products including chocolate, cakes, crisps, popcorn, single serve desserts and other post meal consumables, which are seen as realistic options for the consumer as opposed to ice cream.

Challenges:

The Ben & Jerry's brand was always renowned for its ethical heritage and wholesome image, although this came into question when it was bought in 2001 by Unilever. However, so far, the FMCG giant has largely allowed the brand to retain its independence and it has managed to maintain its quirky and socially conscious edge while going on a growth binge.

In April 2016, Jerry Greenfield and Ben Cohen, along with hundreds of other activists, were arrested as part of Democracy Awakening's direct action on the steps of the U.S. Capitol Building. This is a cause that they felt strongly about.

Ben & Jerry's has successfully managed to carve a niche in the snacks market, which is both saturated and aggressive. They need to be careful that what has made them such a huge success, is not emulated by other brands.

Sales of lower-quality ice cream have been on the decline in favour of premium offerings. Euromonitor reported that consumers are demonstrating they will pay more for more adventurous and unique flavours, however it is not predicted if this will remain the case.

Product:

Ben & Jerry's products include Ice Cream Tubs, Topped (ice cream with a layer at the top), cookies, scoop shop (ice cream sundae, in a classic cup or blended into a milkshake), as a mini cup (smaller pot) to enjoy on your own or Greek Style frozen yoghurt, for a healthier alternative.

The flavours themselves are absolutely key, and collaboration with customers is used to obtain customer ideas on new flavours. Fans inspired the best-selling Cherry Garcia, Chunky Monkey, and Chocolate Chip Cookie Dough flavours.

All products are Fairtrade and the ingredients are non-GMO.

Ben & Jerry's Flavour Gurus make tempting customer's taste buds their business. They spend their days and nights tasting the best food in the world, then they mix, blend, chop, whip and taste until they come up with a batch of pure ice cream euphoria.

Ben and Jerry's remain unafraid of experimenting with bold flavours, to excite their customers.

Price:

Ben & Jerry's pricing is premium, to reflect its luxury status.

Every year Ben & Jerry's holds a #FreeConeDay, which is when they give away free ice cream at a host of locations. FreeConeDay began in 1979, and has continued once a year since then.

Place:

Ben & Jerry's products are available in supermarkets, convenience stores, takeaway outlets and entertainment kiosks. They can also be delivered by certain retailers, including Domino's, Papa Johns, Uber Eats, Amazon fresh and a range of supermarkets.

Promotion:

Ben & Jerry's uses a range of promotional techniques to further engage with their customer base. They have the best social media presence of any U.S. restaurant chain (NetBase, 2016), and use 5 key social media platforms (Facebook, Twitter, Instagram, Google+ and Snapchat). They're also experts at using social media to effectively target millennials and young adults. They use an in-house social media team, which means that they can respond on social "as soon as possible". In 2016, more than 11,000 people tweeted the #FreeConeDay hashtag.

In 2013 Ben & Jerry's launched an interactive social media hub for fans as part of wider push to recruit more advocates. This has proved very successful, and enabled them to identify who their advocates are and engage with them.

They utilise advertising, including TV, newspapers and outdoor, with a major campaign running across London Underground. Their advertising is delivered in a quirky, playful, fun, humorous, and approachable tone that matches the personality of the brand.

People:

Ben & Jerry's have high expectations with regards to service, which include a clear emphasis on paying attention to the details of great execution and service.

Processes:

Ben & Jerry's have a "Flavour Locator" tool and mobile app that allows you to root out your favourite, and sometimes hard-to-find flavour.

Physical Evidence:

The Ben & Jerry's identity was rebranded in 1998 to bring a more modern look and feel to the packaging.

The logo is fun and fresh.

The outlets are intentionally made to be a nice environment to hang out in, and spend time with friends.

End of case study

2.1 Questions

This assignment is based on the Ben & Jerry's case study (above).

As a Marketing Executive for Ben & Jerry's **in the UK**, you have been asked to write a marketing report that will determine the company's approach to its UK marketing for the next twelve months. As part of developing your plan, you have been asked to specifically address the following areas:

- 1) Analyse Ben & Jerry's internal and external environment (using appropriate models and secondary information sources). Your analysis should include some of the key issues which form part of Ben and Jerry's internal and external environment. (24 marks)
- 2) Identify the top 5 marketing challenges facing Ben & Jerry's. (10 marks, 2 marks for each suitable marketing challenge identified)
- 3) Describe how Ben & Jerry's position themselves relative to their competitors (12 marks)
- 4) Set suitable marketing objectives which will enable Ben & Jerry's to continue their growth in the UK – objectives should be SMART, relevant to your analysis and be fully justified (12 marks)
- 5) Evaluate Ben & Jerry's current marketing mix (4 P's) and recommend how this could be improved over the next twelve months to achieve your proposed marketing objectives:
 - a. Evaluate Ben & Jerry's current product offering, and recommend how this could be improved over the next twelve months to achieve the proposed marketing objectives (8 marks)
 - b. Evaluate Ben & Jerry's current pricing approach, and recommend how this could be improved over the next twelve months to achieve the proposed marketing objectives (8 marks)
 - c. Evaluate Ben & Jerry's current place/distribution strategy, and recommend how this could be improved over the next twelve months to achieve the proposed marketing objectives (8 marks)
 - d. Evaluate Ben & Jerry's current promotional offering, and recommend how this could be improved over the next twelve months to achieve the proposed marketing objectives (8 marks)
- 6) Suitable presentation and written style plus the quality of the research gathered. You will be marked on the quality, volume and depth of information and research gathered, in addition to the information presented in the case study. (10 marks).

2.2 Assessment Marking Scheme (Student Version)

The assignment is marked out of 100. The following table shows the mark allocation and the approach required.

Assignment Part	Mark	Approach
<p>Audit of Ben & Jerry's internal and external UK environment:</p> <p>a. Ensure you use appropriate analytical tools and highlight the key issues within Ben & Jerry's internal and external environment.</p> <p>b. Use and properly reference a variety of secondary sources (examples include competitor websites, Marketing Week, published reports such as MarketLine and resources available through the BPP online library)</p>	<p>24</p>	<p>Student's needs to analyse the internal and external environment that Ben & Jerry's is operating in. This should include statistics, trends, data and expectations of users. The analysis should be based on findings from credible and up-to-date sources. The sources need to be correctly referenced, and be correctly applied to suitable models/frameworks/theory.</p> <p>ADDITIONAL GUIDANCE: Students MUST use two models to analyse Ben & Jerry's operating environment.</p> <p>Granular breakdown: Model 1, comprehensively and accurately applied. Demonstrates evidence of including more than just the content from the case study: up to 9 marks</p> <p>Model 2, comprehensively and accurately applied. Demonstrates evidence of including more than just the content from the case study: up to 9 marks</p> <p>Use and properly reference a minimum of 10 secondary sources: up to 6 marks</p>
<p>Identify the top 5 <u>marketing</u> challenges facing Ben & Jerry's.</p>	<p>10 (2 marks are awarded for each suitable</p>	<p>Students should clearly state the top five <u>marketing</u> challenges which Ben & Jerry's are facing. These should be numbered, be based on credible insight with appropriate references and justification. 2 marks are awarded for each suitable marketing challenge that you identify.</p>

	marketing challenge that you identify)	ADDITIONAL GUIDANCE: The challenges outlined MUST relate to marketing/the marketing mix – i.e. a lack of targeting, not enough presence on social media, etc. and not just operational challenges.
<p>Describe how Ben & Jerry’s position themselves relative to their competitors:</p> <p>a. Describe the positioning of Ben & Jerry’s, in comparison to key competitors</p>	12	<p>This should include a range of direct and indirect competitors, which should be plotted on a suitable model such-as a Perceptual/Positioning Map.</p> <p>A description should also be included which supports the content in the model, but explains why the competitors have been placed where they have.</p> <p>ADDITIONAL GUIDANCE: A minimum of four organisation’s should be plotted on the positioning map, along with a well thought out description of why they have been placed in that particular position. A good answer would be one which is backed up with price comparisons and online feedback ratings, rather than anecdotal.</p>
<p>Set suitable marketing objectives which will enable Ben & Jerry’s to continue their growth in the UK – to be SMART and relevant to your analysis</p> <p>a. Using the information in the case study, and your own analysis, set three suitable SMART marketing objectives for Ben & Jerry’s.</p>	12	<p>Students should set THREE SMART marketing objectives, which respond to the challenges stated in task 2.</p> <p>ADDITIONAL GUIDANCE: The objectives should clearly support the challenges identified. Students can do that by putting the challenge number in brackets after the SMART Marketing objective.</p>
<p>Evaluate Ben & Jerry’s current marketing mix and recommend how this could be</p>	32 (8 marks for	<p>Each of the four elements of the Marketing Mix should be evaluated in terms of how effective they are. Students should also make one recommendation regarding how each</p>

<p>improved over the next twelve months to achieve the marketing objectives:</p> <p>a. Evaluate Ben & Jerry’s product and make recommendations regarding their product strategy, to achieve the marketing objectives</p> <p>b. Evaluate Ben & Jerry’s pricing strategy and make recommendations regarding their pricing strategy, to achieve the marketing objectives</p> <p>c. Evaluate Ben & Jerry’s distribution (place) strategy and make recommendations regarding this strategy, to achieve the marketing objectives</p> <p>d. Evaluate Ben & Jerry’s marketing communications (promotion) and make recommendations regarding the future marketing communications, to achieve the marketing objectives</p>	<p>each element of the Marketing Mix)</p>	<p>element of the Marketing Mix could be improved. The recommendations should be linked back to the objectives so that the overall strategy is clear.</p> <p><u>ADDITIONAL GUIDANCE:</u> Students should be sure to address both elements of this task: evaluating the current approach and making one clear recommendation to enhance the marketing mix. Students should utilize the following structure in order to ensure they address all elements of this task:</p> <p>5a – PRODUCT: Strengths: Implications of the strengths: Weaknesses: Implications of the weaknesses: Recommendation 1, with a justification: Recommendation 2, with a justification: Then the same structure for 5b, 5c, 5d.</p> <p><u>Recommendations should not simply repeat the objectives from task 4, the recommendations need to be more granular than objectives, and should support the objectives.</u></p>
<p>Presentation and Harvard referencing</p> <p>a. Clear structure and presentation of the report</p>	<p>10</p>	<p>The structure of the Marketing plan should be clear and professional. Headings, sub-headings and numbering should be used to guide the examiner to the answer. The writing style should be a professional business tone. Your work should be</p>

<p>b. Writing style: professional and concise</p> <p>c. Correct application of Harvard referencing style</p> <p>Evidence of wider reading</p> <p>Quality of research gathered throughout the entire report</p>		<p>comprehensively referenced in the Harvard referencing style. Students will be marked on the quantity and quality of sources used throughout the Marketing Plan. Students should also ensure that sources are clear and that a variety of sources (including journals, websites, magazines, newspapers, trade publications and wider insight) have been used, all of which should be appropriately referenced</p>
<p>Total</p>	<p>100</p>	

