



FMCG MARKETING

AUG 2022

MOCK EXAMS

Time: 5:30 PM – 8:30 PM

Date: NOVEMBER 9th, 2022

Three hours duration

The Mock will be 3 hours in duration

The mock has **TWO** Parts.

Task 1 is worth **40%** of the total marks available

Task 2 is worth **60%** of the total marks available.

You are required to give your answers in the GSM answer booklet provided. Do not repeat the task in your answer, but show clearly the number of the task attempted on the appropriate pages of the answer book. Please start each task on a new page.

Rough work and notes **must** be written in the answer book or on supplementary sheets and **must** be clearly identified.



PART A

CASE STUDY (600 WORD COUNT)

Background information

Unilever PLC is one of the world's leading suppliers of fast-moving consumer goods (FMCG) across foods, home, and personal product categories. Its portfolio includes some of the world's best-known and most-loved brands. Unilever is present in around 100 countries across the world and employs 223,000 people.

Unilever Ghana Limited (Unilever Ghana), a subsidiary of Unilever PLC, manufactures, distributes, and markets fast-moving consumer goods products. The company's product portfolio includes skin cleansing, skin care, oral and deodorant products soaps, soups, food additive, detergent powder, skin cream, deodorant, laundry, and household care products, and spreads, tea and beverages, savoury, and health and wellness products. These products are marketed under various brands such as Lux, Pepsodent, OMO, Sunlight, Vaseline, AXE, Fair&Lovely, Geisha Lifebuoy, and Rexona. Through subsidiaries, the company operates in Ghana. Unilever Ghana is headquartered in Tema, Greater Accra, Ghana.

Oral Care Segment

The global oral care market size was valued at USD 33.7 billion in 2021 and is expected to expand at a compound annual growth rate (CAGR) of 6.4% from 2022 to 2030. The growing prevalence of dental caries both among adults and children is expected to fuel the market growth.

According to the World Health Organization (WHO), over 530 million children population suffer from tooth decay of primary teeth.



Major players such as Colgate-Palmolive Company and Procter & Gamble have adopted various initiatives to spread awareness regarding oral hygiene both for children and adults, which is leading to an increase in the demand for oral care products.

The rising prevalence of dental caries is another important driver impacting the demand for oral care products. Tooth decay commonly occurs among children due to their unhealthy food habits and lack of oral hygiene. Hence, the young population is more prone to dental caries. According to a recent study, nearly 50% of preschool children throughout the world have dental caries. As a result, the need for effective oral care products for dental caries in children is increasing.

The supply chain of dental oral care products was also affected initially. The COVID-19 pandemic has caused a massive disruption in the supply chain of the overall medical device industry. However, this was estimated to be a temporary effect and during the forecast period, the demand for oral care is likely to increase. An increase in awareness regarding dental care and changing demographics are driving the market.

Ghanaian toothpaste players

With its British origins, UNILEVER's PEPSODENT brand in the oral care segment has leveraged on first-time entry in the market through pre-colonial trading. After leading the oral care Market Share since independence with its PEPSODENT brand, the category has come under immense competitive pressure from both local and international brands.

Brands of American origin such as Colgate Palmolive has entered the Ghanaian market since 2013 and their numeric and weighted distribution is improving.



Colgate has introduced a medium-sized pack and has recently leveraged local traditional insights to create products like Colgate Charcoal and Colgate Lime toothpaste to appeal to local people. Colgate's approach has been strong Point of Sales communication with product availability and visibility.

There are other local brands like YAZZ toothpaste and recently Samara Group has joined the category by providing Kel Charcoal toothpaste. Samara Group has moved a step further to have a special product for the kids' segment, called the Kel Kids toothpaste. The company has been able to get strong communication on radio and social media and is significantly gaining market share and distribution.

Product Insights

The toothpaste segment held the largest revenue share of over 25.0% in 2021. It is the most used oral care product and is considered a necessity among people of all income groups. There are different flavors of toothpaste available in the market to cater to the varied preferences of consumers. For instance, Colgate launched Colgate Trolls Mild Bubble Fruit Toothpaste for children in the US and this has been replicated by Kel Kids in Ghana. In addition, there are various types of whitening toothpaste available on the market.



Tasks:

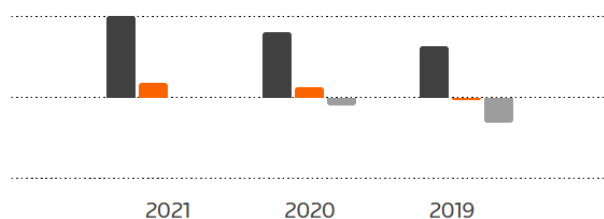
1. Unilever Ghana limited has consulted you as a marketing consultant to advise them on 2 Strategic growth options to pursue. To do this:
 - Conduct a SWOT analysis of the oral care market in Ghana and provide them with the strategic growth options that they should pursue.
 - What should they focus on with respect to customer segmentation
 - Distribution channels
 - Communication channels
 - What options are available to them with respect to funding these strategic options

You may use any relevant knowledge in the Ghanaian market. (Total 40 marks)

Appendix: Income Statement and Balance Sheet snapshot of Unilever Ghana**Income Statement**

Annual

Quarterly



■ Revenue	526.91
■ Gross Profit	97.10
■ Net Income	0.20

2021 (millions GHS)

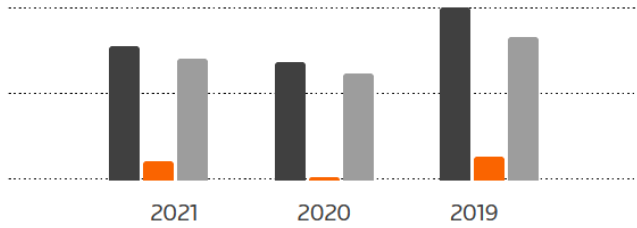




Balance Sheet

Annual

Quarterly



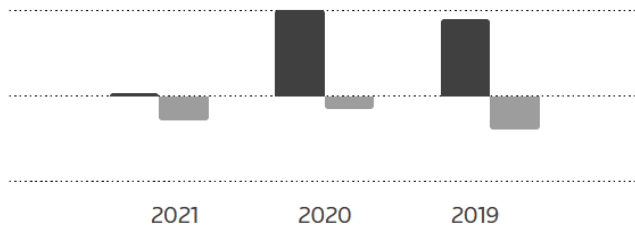
■ Total Assets	380.58
■ Total Debt	52.23
■ Total Liabilities	345.41

2021 (millions GHS)

Cash Flow

Annual

Quarterly



■ Cash from Operating Activities	2.81
■ Cash from Investing Activities	-17.54

2021 (millions GHS)



PART B**Answer any 3 questions**

1. You have been approached by your GM for Finance to justify the essence of a brand and its equity in the FMCG industry. To do this, write a brief to define branding and types of brands and discuss 5 ways that brands can be measured in the FMCG industry. – (20 marks)
2. As a Channel manager for your organization, prepare a compelling channel plan for Shoprite using the five key channel point of purchase drivers to increase your category's share of shelf. Present your plan in a Brief format -----(20 marks)
3. Your organization is considering entering some new markets(countries). As a marketing director, prepare a brief to discuss macro and micro considerations for international marketing. -----(20 marks)
4. Prepare a report as a head of marketing to your top management on how your organization can innovate. To do this: Define disruptive innovation. What are the various sources of innovation that an organization can choose from? How can companies know that their innovation has been successful? (20 marks)
5. An organization undergoing through process improvement has consulted you as a marketing consultant to assist them to redesign their annual marketing plan. Using any model, prepare a brief to discuss how a winning brand plan can be done in an FMCG industry. ----- (20 marks)

