



FMCG MARKETING
MARCH 2023
MOCK EXAMS
<p>Time: 5:30PM – 8:30PM</p> <p>Date: 01 June</p> <p>Three hours duration</p> <p>The Mock will be 3 hours in duration.</p> <p>The mock has TWO Parts.</p> <p>Part 1 is worth 40% of the total marks available.</p> <p>Part 2 is worth 60% of the total marks available.</p>
<p>You are required to give your answers in the GSM answer book 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.</p> <p>Rough work and notes must be written in the answer book or on supplementary sheets and must be clearly identified.</p>



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 of 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, Geish 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 on 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 tooth paste 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 prepare a winning brand plan to gain market share versus competition.

To do this:

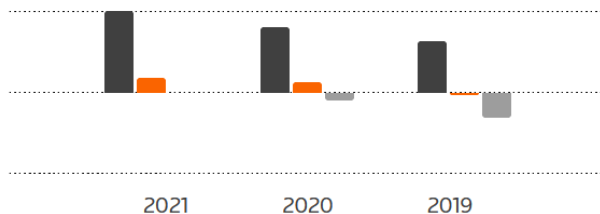
- a. Conduct a situation analysis using key elements in FMCG.
- b. Design your SWOT.
- c. Follow with objectives and strategies for Unilever to achieve winning brand plan.

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

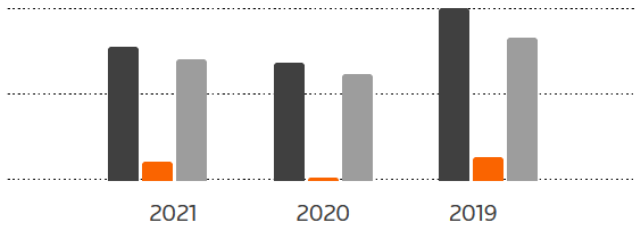
2021 (millions GHS)



Balance Sheet

Annual

Quarterly



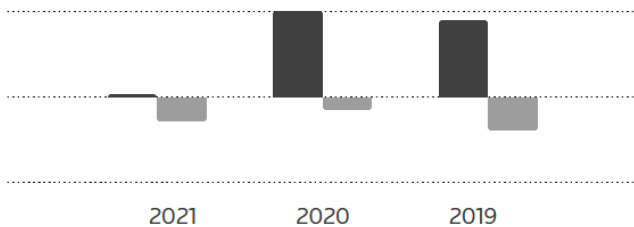
■ Total Assets	380.58
■ Total Debt	52.23
■ Total Liabilities	345.41

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. As a marketing consultant, a consumer goods company has asked for your services to enter into the international market of West African countries. To do this:
 - a. carefully identify 5 market entry options for companies going global. Marks will be given to relevant use of concepts.
 - b. Discuss the 11Cs Route to Market of Czinkota and Ronkainen (2006) that the company should consider when entering into new markets within FMCG. – 20 marks
2. As a Channel manager for your organization, prepare a compelling channel plan for Shoprite using the 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 in some new markets(countries). As a marketing director, prepare a brief to discuss macro and micro considerations for international marketing. ----- 20 marks
4. An SME struggling to compete in the local market has asked for your support as a consultant to help their (detergent) business innovate. **Please select an FMCG company of your choice.**
 - Prepare a report that:
 - a. reviews the major changes in the operating environment in the las 5 years.
 - b. identify some major innovations by competitors in that industry
 - c. what are the major bottlenecks that may have prevented the SME from innovating
 - d. what could be some sources of innovation for the company?
 - e. how can the proposed innovation be measured.
 - e. how can that innovation be funded? (20 marks)
5. An organization undergoing restructuring has consulted you as a marketing consultant to assist them improve on their branding. Prepare a brief to assist them. To do this:
 - a. What will you consider as the key components of a brand?
 - b. What are 4 characteristics of great brands in FMCG
 - c. What are the key metrics of great brands in FMCG. (20 marks)

