

## Little Moons Marketing Plan (2999 Words)

*The shaded areas are for the marker to complete based on the marking criteria given on pages 4-6 of the assignment brief.*

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### Introduction

Little Moons is a family-run premium ice cream company established in 2010 (Little Moons 2023b). They recently entered the mass market after a big rebranding (The Grocer 2021). With an estimated net worth over 100 million (Devlin, 2022), they are leading in the European mochi ice cream market, sourcing in regions such as the Middle East, Singapore, and Australia (GlobalData, 2023). Moreover, the business currently holds a 2% Market Share within the UK Ice Cream Market (Mintel, 2022). Specializing in mochi ice cream, an age-old Japanese treat adored for its unique texture and subtle sweetness, Little Moons strongly emphasizes on customer satisfaction and sustainability, offering various flavors including gluten-free and vegan-certified options (Little Moons, 2023a). This marketing plan outlines a strategy for achieving Little Moons' goals whilst evaluating the brand's strengths and weaknesses.

### Market Analysis

#### Macro-environmental analysis

To assess the external factors affecting the ice cream industry, PESTEL analysis can be utilized. As an effect of Brexit not only have the total number of exports from UK dropped (Office for Budget Responsibility, 2022) but the declarations that UK businesses are required to fill for international trade had increased (House of Commons Library, 2023). Despite this, the UK ice cream market has been steadily growing, at an annual growth rate of 4.8% from 2016 to 2021 (MarketLine, 2022). Indicating that despite the effects of Brexit, the ice cream market has been thriving. However, it's worth noting that the UK economy has faced challenges, such as the unemployment rate rising to 4.2% (Office for National Statistics, 2023b) and the bank rates being increased to 5.25% (Bank of England, 2023). One rate that decreased is the Annual Inflation Rate of the Retail Price Index which had dropped by 2.7% from 2022 to 2023 (Office for National Statistics, 2023a). Two growing factors that customers are considering when making purchases are the healthiness of the product and sustainability. 49% of UK consumers reported making an effort to eat healthier (Mintel, 2023) and with regards to sustainability, over 85% of UK adults have made lifestyle changes in order to help with environmental issues (Office for National Statistics, 2023c) and 54% of customers reported considering the sustainability of the packaging when making purchases (Trivium Packaging, 2021). Furthermore, a significant method that can be used to reach customers is social media (Duffin, 2021).

As stated by Appel *et al.*, (2020) social media can be an effective tool to inform customers regarding a brands' products and 59% of UK social media users reported using Facebook to make purchases (Kunst, 2021). Then there are legislations that such as the UK Plastic Packaging Tax and the Extended Producer Policy where businesses are taxed depending on the amount of packaging used (HM Revenue & Customs, 2023; Department for Environment, Food & Rural Affairs and Environment Agency, 2023). Moreover, to ensure integrity, providing fake or misleading reviews for any business is illegal (Department for Business and Trade *et al.*, 2023).

### Micro-environmental analysis

To assess industry competitiveness, Porter's Five Forces framework is applied. Competitive rivalry and the threat of substitutes are notable forces. In the ice cream sector, major players like Wall's, Nestlé, Cadbury, Haagen-Dazs, and Mars, with the top three holding 49% of the market share (Mintel, 2022), create intense competition. Customers easily switch between these options, enhancing their bargaining power (Baines *et al.*, 2019). Little Moons' premium pricing at £5 (Tesco, 2023) increases the threat of substitutes among price-sensitive customers (Baines *et al.*, 2019).

Buyer power is influenced by choice availability (Baines, Fill, and Page, 2013). In the ice cream industry, customers can readily substitute one brand for another, giving them greater bargaining power (Armstrong *et al.*, 2017). To mitigate this, Little Moons can explore differentiation or price adjustments (Baines *et al.*, 2019).

Supplier power depends on supply concentration. Limited suppliers hold more price control, while numerous suppliers reduce their influence (Baines, Fill, and Page, 2013). Although Little Moons' specific supplier situation is unknown, this factor can impact costs.

The threat of new entrants is limited due to regulatory barriers such as the Food Safety Act 1990 and Food Hygiene Regulations 2006 (Food Standards Agency, 2009), along with hygiene standards like Regulation (EC) 852/2004 (Food Standards Agency, 2020). Traceability records are mandated by UK legislation (Food Standards Agency, 2019). These barriers discourage new entrants, especially in a saturated market (Dawes and Swailes, 1999).

### **Brand/Organisational Impact**

When looking into the impact that could be had on Little Moons; Firstly, Little Moons' operational

cost may increase, this is firstly because the international trade declaration costs are higher (House of Commons Library, 2023). This would cause the brand to have to pay a larger cost when exporting even. Furthermore, the impact on Little Moons suppliers cannot be said as that information is not readily available, however it can be noted that if Little Moons imports its supplies that the cost of their raw materials would increase as well.

Next the growing health-conscious market within the UK provides an opportunity for Little Moons. By capitalizing on the health market, Little Moons would be able to differentiate itself from the numerous substitutes present within the ice Cream Market. Furthermore, they can highlight upon the sustainability of their packaging as this would further differentiate the product and gain the attention of the growing number of UK adults who are being more environmentally conscious (Office for National Statistics, 2023c; Trivium Packaging, 2021). They can built on top of the advantage they have by looking into even further sustainable packaging methods such as dissolvable packaging (MarketLine, 2022).

Little Moons already has in place a strong social media presence, which not only allows them to reach a wider range of customers (Duffin, 2021) but also to effectively communicate the products (Appel *et al.*, 2020). Though they can further build upon their marketing, by using additional marketing strategies such as guerilla marketing or direct marketing as this would allow them to aggressively reach more customers which is important as the Ice Cream Market is a highly competitive buyer driven market (Tesco, 2023).

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**Marketing Objective**

*“Increase Little Moons market share for the ice cream Industry from 2% in 2022 to 5% by 2023 through strategic expansion with online retailers.”*

Focusing on the growth of market share, it will stabilize prices and boost loyalty, deterring customers from switching to competitors and ensuring long-term profitability (Porter, 1980).

**Marketing Strategy**

Little Moons target market is differentiated as it is made up of two segments which are psychographic and demographic (Blythe and Martin, 2016). Their consumer base consists of 30+ year olds with disposable income (Attest 2023) and people who are prioritizing a healthier and more sustainable lifestyle (Little Moons, 2023a).

Utilizing Porter's generic strategies will help secure a great competitive advantage for Little Moons which will aid in achieving our market objective. Particularly, a differentiation leadership strategy will suit best as Little Moons products possess a unique value proposition within their target market (Porter, 1985). Despite the high price of Little Moons, consumers who are looking for healthier snack options will opt for their products as a majority of their ice cream balls are less than 100 calories and manufactured with high quality ingredients (Little Moons, 2023a). Moreover, due to the company's effort in providing 96% recyclable packaging to reduce wastage, many customers will find it attractive as more than 85% of adults in the UK have modified their lifestyles to address environmental problems (Office for National Statistics, 2023c). Furthermore, as a higher price is seen as an attribute of higher quality, customers would have more loyalty and trust within Little Moons as a healthy and sustainable brand (Li *et al.*, 2021). This gives an edge against competitors as Little Moons will be expressively positioned as a premium provider of healthier and sustainable dessert options causing it to ultimately gain hold of a higher market share (Baines, Fill and Page, 2011).

On the other hand, little moons can also employ Ansoff Matrix's market penetration and product strategy in order to further grow their company (McDonald, 2017). The market penetration strategy would allow Little Moons to capture more customers within its existing customer market (McDonald, 2017), this can be achieved by expanding to more online retailers within the UK and internationally. For international expansion, Little Moons could consider countries with a higher disposable income, as they would have more income to spend on premium products.

Whereas the product development strategy would allow Little Moons to gain more health-conscious consumers. Similar to how Little Moons had capitalized on the frozen desserts industry by releasing their chilled line, they could create a new product set under their ice cream line targeted towards the health industry, which would allow them to reach a bigger proportion of the UK adults who are trying to eat healthy (Mintel, 2023).

By expanding the market and positioning Little Moons through these strategic models, the company will stand out from its competitors, attain a wider customer base and increase sales leading to rise back up in the market. (Jobber and EllisChadwick, 2020; Baines, Fill and Page, 2011).

#### **Marketing Mix**

**Product:** Little Moons' ice cream products are gluten free and vegan friendly (Little Moons,

2023a), due to which their products are attractive to health-conscious customers who are craving a healthier option for their sweet tooth (Intel, 2023). Little Moons can further capitalize on this health orientated market by creating flavor options that use superfoods to create more nutritious products (Jagdale *et al.*, 2021). In addition to this Little Moons can opt to source only from Certified Non-GMO farmers, which would further increase the healthiness of their products (A Greener World, 2023).

**Price:** Little Moons' product line is priced at a premium, reflecting the high quality and unique value proposition they provide to their target market. Given their emphasis on a differentiated leadership strategy, Little Moons must sustain this premium pricing structure. There is also the belief that a higher price signifies a better quality product (Verma and Gupta, 2004), so by sticking to a premium pricing structure, customers would believe in the products' quality more.

**Place:** Little Moons has two physical stores within the UK, over 20 different countries where their products are distributed to and online retailers where their products are sold (Little Moons, 2023c). As part of the marketing objective, Little Moons would expand to more online retailers across the UK such as Iceland, Aldis and Lidl, as this would not only allow them to grow their customer base but also to reach new locations.

**Promotion:** Currently Little Moons advertises on the social media platforms, X, Instagram, Facebook and Tiktok along with on the television. By utilizing not only digital media but also traditional media, the brand is able to ensure they are able to reach a wider age group (Dixon, 2023). To further reach more customers, Little Moons can utilize the marketing tools guerilla marketing and direct marketing. For direct marketing, Little Moons can specifically target adults over the age of 30 through the means of emails (Baines, Fill and Page, 2013) or sponsored posts and utilize guerilla marketing similar to how Tony's chocolates had, by utilizing ongoing issues (The Grocer, 2021). For example, Little Moons could cover their packaging with statistics regarding the injustices people go through or place giant mochi balls around London.

**People:** Little Moons places a strong emphasis on nurturing a positive and inclusive work culture (Little Moons, 2023d). This approach aligns seamlessly with the company's commitment to sustainability and health-conscious values. Employees at Little Moons experience a supportive environment, where creativity and innovation are encouraged. The company's diverse workforce represents various backgrounds and skills, fostering a culture of inclusivity. Little Moons recognizes that its employees are essential in driving its mission to provide

healthier dessert options while contributing to a more sustainable future (Little Moons, 2023d). This commitment to its workforce and shared values with customers ensures that the "People" aspect of its marketing mix is already optimally aligned with its marketing objectives.

Consequently, no significant changes are necessary in this regard.

**Processes:** Little Moons has optimized processes to efficiently produce and distribute their ice cream products. Their primary sales channel is through online retailers, ensuring convenient access for customers (Little Moons, 2023c). Additionally, two physical stores in the UK offer an immersive brand experience (Little Moons, 2023c). Quality control measures maintain product excellence. Little Moons upholds sustainability commitments, focusing on eco-friendly packaging and responsible sourcing (Little Moons, 2023b). Order fulfillment is streamlined to enhance customer satisfaction. Currently, their processes align with their marketing strategy and objectives, and no significant changes are needed to maintain their brand's reputation for quality, health consciousness, and sustainability.

**Physical Evidence:** Little Moons' Packaging currently is 96% sustainable, as other than a plastic film used, the packaging can be wholly recycled (Little Moons, 2023e). However, it is recommended that Little Moons should opt for dissolvable packaging instead, as it would increase the brand's sustainability and contribute to them achieving their goal of using fully plastic free packaging (Little Moons, 2023e). As dissolvable packaging would not leave bioplastics when degrading (MarketLine, 2023) environment conscious consumers would be more willing to purchase Little Moons products over their competitors.

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**Control: Monitoring and Measurement**

Marketing controls are processes or mechanisms which are set in place, which ensures the successful implementation of the marketing strategy (Pride and Ferrell, 2020). Control not only assists in assessing the performance outcome but also helps to review whether they are on track with the strategy or even behind it (Ferrell and Hartline, 2016). There are a few types of controls, and they are each implemented by a different team. For example, a control that could be done by management is the employee recruitment, it would directly affect the marketing strategy and would need to be adopted prior to the implementation.

Firstly, a Gantt chart can be used. A Gantt chart would visualize the marketing plan and allow for easier tracking of tasks (Kasmana and Adipraja, 2019). This will allow the management to keep track of progress and ensure that the roadmap is being followed (Wilson, 2003). This is as the Gantt chart highlights, the major tasks to be completed along with a timeline, in this case as you see from figure 3 the timeline is 1 year. By following the Gantt chart, managers will find it easier to prioritize tasks and for time management.

Next, the firm can check the market share of the business in the Ice Cream Market monthly. This would allow Little Moons to gauge the effect caused by the marketing plan on their market share. If it was found that the rate of market share growth was slow, management would be able to reevaluate the marketing plan to hasten the growth rate (Chaffey and Smith, 2023). Furthermore, to analyze the effectiveness of the targeted marketing being adopted, Little Moons can see how many customers were reached along with how many of them had engaged with the advertisement.

Additionally, competitor analysis is integral to control measures. Little Moons keeps a close eye on competitors' marketing strategies, product innovations, and pricing. Through the use of such analysis allows Little Moons to be aware of any emerging trends within the market along with how customers' perception of products being unique could change due to new products. This ongoing evaluation helps the company stay agile and responsive to market dynamics.

Lastly, Little Moons can utilize a customer feedback system, where they take feedback from online reviews. Customer feedback would allow the firm to gauge the effectiveness of the market strategy and be able to step back and re-define their marketing plan if required (Chaffey and Smith, 2023). Little Moons can also send surveys specifically towards customers who have purchased the new product line in order to gather their thoughts and gauge the customer reception (Chaffey and Smith, 2023).

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**Limitations: Critical Evaluation of the Plan**

Marketing planning is a core activity for organizations, representing a structured approach to achieving their goals. While it has been in practice since the 1940s, marketing planning has evolved over time, and its application varies across different contexts.

Though it is important to note that there are some limitations to making a linear marketing plan. Such a marketing plan does not account for the unpredictability of unforeseen events occurring within the macro-environment, which could lead to the marketing plans needing to be adjusted in some cases slightly, in other cases entirely. Additionally, developing a marketing plan is resource intensive, in terms of time and money. This investment of resources might not be worthwhile for all organizations as in rapidly evolving markets, they would have to invest more resources in creating adjusted marketing plans. However, this resource allocation may be difficult for smaller businesses to rework their marketing plan and larger businesses may struggle to adapt quickly due to their size (Desai, 2019). Another factor that could negatively affect the implementation of the marketing plan is the organizational culture, if the culture of the business is not prepared for adapting to situations in a fast-paced environment and is rather rigid in following a marketing plan might not be able to handle the changes that occur (Carnevale and Hatak, 2020).

Furthermore, along with changes to the marketing plan, the Gantt chart would have to be adjusted as well. This would again take time and resources to adjust it and as such it may not be worth it for smaller businesses without the available resources to bring about changes in response to sudden changes.

Despite these limitations, it's important to recognize that marketing plans remain a valuable tool for businesses. Not only does it provide a structured framework for setting clear objectives but also coordinates efforts across different departments, ensuring that the team members are aligned with the firms' goals (Morgan *et al.*, 2019). On top of this, a marketing plan offers a sense of direction for firms, allowing them to focus on long-term strategies for their target markets (Morgan *et al.*, 2019). With that in mind, businesses would have to weigh their available resources and the possible benefits of a marketing plan, whilst considering their specific use case and the market they are in prior to implementing a marketing plan.

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**Marker:**

**Strengths of this Assessment**

**Areas for Improvement**

**Appendices**

**Figure 1: PESTEL Analysis**

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PESTEL Factor	Key findings	Source	Potential impact on the brand/organisation	Type: Opportunity/Threat ?
Political	<ul style="list-style-type: none"> <li>As a result of Brexit, the number of exports from UK had dropped.</li> <li>The Export and Import declarations that UK businesses must fill for international trade has tripled and increased by half for Export and Import declarations respectively.</li> <li>When doing online purchases, UK consumers must be provided all key information related to the transaction</li> </ul>	<p>Office for Budget Responsibility (2022) <i>Economic and fiscal outlook – March 2022</i> [online]. London: Office for Budget Responsibility. Available from: <a href="https://obr.uk/docs/dlm_uploads/CCS0222366764-001_OBR-EFO-March-2022_Web-Accessible-2.pdf">https://obr.uk/docs/dlm_uploads/CCS0222366764-001_OBR-EFO-March-2022_Web-Accessible-2.pdf</a> [Accessed 01 September 2023].</p> <p>House of Commons Library (2023) <i>New customers rules for trade with the EU</i> [online]. England: House of Commons Library. Available from: <a href="https://commonslibrary.parliament.uk/new-customs-rules-for-trade-with-the-eu/">https://commonslibrary.parliament.uk/new-customs-rules-for-trade-with-the-eu/</a> [Accessed 03 September 2023].</p> <p>Department for Exiting the European Union (2019) <i>European Union (Withdrawal) Act 2018</i> [online]. Available from: <a href="https://bills.parliament.uk/bills/2045">https://bills.parliament.uk/bills/2045</a> [Accessed 03 September 2023].</p>	<ul style="list-style-type: none"> <li>The drop in exports could affect Little Moons indirectly, through either <u>disruptions</u> in their supply chain causing increased costs.</li> <li>Due to the import and export declarations having been raised, Little Moons may face increased costs from Suppliers and have a lack in profit when exporting.</li> <li>Some customers may take advantage of the customer protection laws to inconvenience businesses by returning goods for no reason. By complying with the policy,</li> </ul>	<ul style="list-style-type: none"> <li>Threat</li> <li>Threat</li> <li>Threat/Opportunity</li> </ul>
	prior to the purchase and they are able to return the goods within 14 days regardless of whether there is a fault or not.		readily making the information available and facilitating easy returns, customers may have a better view of Little Moons.	
Economic	<ul style="list-style-type: none"> <li>The Annual Inflation Rate of the Retail Price Index in the UK had dropped by 2.7% from 2022 to 2023.</li> <li>The unemployment rate within the UK had increased to 4.2%.</li> <li>The bank rate was raised to 5.25% by the Monetary Policy Committee.</li> </ul>	<p>Office for National Statistics (2023a) <i>Consumer price inflation, UK: July 2023</i> [online]. South Wales: Office for National Statistics. Available from: <a href="https://www.ons.gov.uk/economy/inflationandpriceindices/bulletins/consumerpriceinflation/july2023">https://www.ons.gov.uk/economy/inflationandpriceindices/bulletins/consumerpriceinflation/july2023</a> [Accessed 02 September 2023].</p> <p>Office for National Statistics (2023b) <i>Labour market overview, UK: August 2023</i> [online]. South Wales: Office for National Statistics. Available from: <a href="https://www.ons.gov.uk/employmentandlabourmarket/peopleinwork/employmentandemployeetypes/bulletins/uklabourmarket/august2023">https://www.ons.gov.uk/employmentandlabourmarket/peopleinwork/employmentandemployeetypes/bulletins/uklabourmarket/august2023</a> [Accessed 02 September 2023].</p> <p>Bank of England (2023) <i>Monetary Policy Summary and minutes of the Monetary Policy Committee meeting ending on 2 August 2023</i>. London: Bank of England. Available from: <a href="https://www.bankofengland.co.uk/">https://www.bankofengland.co.uk/</a></p>	<ul style="list-style-type: none"> <li>Due to the lower cost of Annual Inflation Rate, Little Moons may be able to procure supplies and logistic services at a more stable cost. This would enable Little Moons to keep their product prices more stable and allowing customers to maintain their purchasing power.</li> <li>The unemployment rate could affect the demand for premium products such as Little Moons, as consumers would have less disposable income.</li> <li>The bank rate being raised would increase borrowing costs for businesses, as such if Little Moons has loans, there would be higher operational costs. Moreover, there could be an indirect impact on customer</li> </ul>	<ul style="list-style-type: none"> <li>Opportunity</li> <li>Threat</li> <li>Threat</li> </ul>

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		<a href="#">/media/boe/files/monetary-policy-summary-and-minutes/2023/monetary-policy-summary-and-minutes-august-2023.pdf</a> [Accessed 02 September 2023].	spending as their disposable income would decrease if they had financing plans.	
<b>Sociological</b>	<ul style="list-style-type: none"> <li>49% of UK adults reported <u>making an effort</u> to eat healthily.</li> <li>Over 85% of UK adults have made lifestyle changes <u>in order to</u> help with environmental issues.</li> </ul>	<p>Mintel (2022) <i>UK Ice Cream Market Report 2022</i> [online]. London: Mintel. [Accessed 03 September 2023].</p> <p>Office for National Statistics (2023c) <i>Most adults report making some changes to their lifestyle for environmental reasons</i> [online]. South Wales: Office for National Statistics. Available from: <a href="https://www.ons.gov.uk/peoplepopulationandcommunity/wellbeing/articles/mostadultsreportmakingchanges-to-their-lifestyle-for-environmental-reasons/2023-07-05#:~:text=More%20than%20eight%20in%20ten,between%20May%20and%20Jun">https://www.ons.gov.uk/peoplepopulationandcommunity/wellbeing/articles/mostadultsreportmakingchanges-to-their-lifestyle-for-environmental-reasons/2023-07-05#:~:text=More%20than%20eight%20in%20ten,between%20May%20and%20Jun</a></p>	<ul style="list-style-type: none"> <li>As a <u>majority</u> of UK adults are trying to eat healthier, they may opt for Little Moons due to their products having a low-calorie count. However, if customers are unaware of how healthy the products are, they may perceive them as indulgent instead and opt not to purchase it.</li> <li>Customers may opt for Little Moons instead of other ice cream brands due to their recyclable packaging.</li> <li>Customers would put Little Moons more into consideration over other ice cream brands as their packaging is 96% recyclable. Moreover, Little Moons could invest more in more sustainable packaging methods than plastic <u>in order to</u> attract more customers.</li> </ul>	<ul style="list-style-type: none"> <li>Opportunity /Threat</li> <li>Opportunity</li> </ul>
	<ul style="list-style-type: none"> <li>54% of consumers put the sustainability of the packaging into consideration when choosing a product.</li> </ul>	e%202023. [Accessed 02 September 2023]. Trivium Packaging (2021) <i>2021 GLOBAL BUYING GREEN REPORT: Sustainable Packaging in a Year of Unparalleled Disruption</i> [online]. Chicago: Trivium Packaging. [Accessed 02 September 2023].		<ul style="list-style-type: none"> <li>Opportunity</li> </ul>
<b>Technological</b>	<ul style="list-style-type: none"> <li>In a survey done, nearly 90% of the respondents had polled that digital commerce would be the most significant method by which marketing officers can break into a market.</li> <li>The food and grocery sector accounted for the highest value segment within the UK Online Retail Sector, accounting for 22.8% of the overall value.</li> </ul>	<p>Duffin, A. (2021) <i>The State of Digital Commerce</i> [online]. Stamford: Gartner. [Accessed 02 September 2023].</p> <p>MarketLine (2021) <i>United Kingdom – Online Retail</i>. Manchester: MarketLine. Available from: <a href="https://advantage-marketline-com.ezproxy.uwe.ac.uk/Analysis/ViewasPDF/united-kingdom-online-retail-142772">https://advantage-marketline-com.ezproxy.uwe.ac.uk/Analysis/ViewasPDF/united-kingdom-online-retail-142772</a> [Accessed 03 September 2023].</p>	<ul style="list-style-type: none"> <li>As Little Moons already has an effective digital presence ranging from social media platforms to online retailers, they would be able to effectively reach wider markets.</li> <li>As the food and grocery sector account for the highest value, as Little Moons already offers its products in multiple e-commerce <u>platforms</u> they would have access to a wider customer base. Furthermore, they could reach out to more online retailers to sell their products at.</li> </ul>	<ul style="list-style-type: none"> <li>Opportunity</li> <li>Opportunity</li> </ul>

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	<ul style="list-style-type: none"> <li>59% of social media users used Facebook to make online purchases.</li> <li>Social Media is an effective marketing tool to reach a wider array of customers and to inform them regarding their products.</li> </ul>	<p>Kunst, A. (2021) <i>Most popular platforms for social media purchases in the United Kingdom 2021</i> [online]. New York: Statista. [Accessed 02 September 2023].</p> <p>Appel, G., Grewal, L., Hadi, R. and Stephen, A.T. (2020) The Future of <u>Social Media</u> in Marketing. <i>Journal of the Academy of Marketing Science</i> [online]. 48, pp. 79-95. [Accessed 04 September 2023].</p>	<ul style="list-style-type: none"> <li>As a high amount of respondents are using Facebook to make purchases Little Moons could consider selling directly on Facebook.</li> <li>As Little Moons has a well setup social media presence where they inform customers regarding their products, As such Little Moons is able to effectively inform customers about their products.</li> </ul>	<ul style="list-style-type: none"> <li>Opportunity</li> <li>Opportunity</li> </ul>
<b>Environmental</b>	<ul style="list-style-type: none"> <li>The Green Claims Code being implemented, ensures that the green claims made by a business are genuine.</li> <li>If a business has either imported 10 tonnes or more of plastic packaging in the past 12 months or expects to import or manufacture 10 tonnes or more of plastic packaging components in the next 30 days they will</li> </ul>	<p>HM Government (2023) <i>Green Claims Code – get your green claims right</i> [online]. London: HM Government. Available from: <a href="https://greenclaims.campaign.gov.uk/#what-are-green-claims">https://greenclaims.campaign.gov.uk/#what-are-green-claims</a> [Accessed 03 September 2023].</p> <p>HM Revenue &amp; Customs (2023) <i>Plastic Packaging Tax</i> [online]. London: HM Revenue &amp; Customs. Available from: <a href="https://www.gov.uk/government/collect/ons/plastic-packaging-tax">https://www.gov.uk/government/collect/ons/plastic-packaging-tax</a> [Accessed 03 September 2023].</p>	<ul style="list-style-type: none"> <li>By providing transparency about how Little Moons is following the Green Claims Code, it would increase the reputation amongst their customers as a business which places an importance on sustainability.</li> <li>If Little Moons fits the criteria required to pay the plastic packaging tax, they would be required to spend more on operational costs.</li> </ul>	<ul style="list-style-type: none"> <li>Opportunity /Threat</li> <li>Threat</li> </ul>
	<p>have to register for the Plastic Packaging Tax.</p> <ul style="list-style-type: none"> <li>Businesses can opt for dissolvable packaging as it is safer for the environment than regular plastics or bio plastics. This is as when dissolvable packaging degrades, microplastics are not left behind.</li> </ul>	<p>MarketLine (2022) <i>Dissolvable Packaging: Exploring the applications of water soluble packaging in the consumer goods industry</i>. Manchester: MarketLine. Available from: <a href="https://advantage-marketline-com.ezproxy.uwe.ac.uk/Analysis/ViewasPDF/dissolvable-packaging-exploring-the-applications-of-water-soluble-packaging-in-the-consumer-goods-industry-154382">https://advantage-marketline-com.ezproxy.uwe.ac.uk/Analysis/ViewasPDF/dissolvable-packaging-exploring-the-applications-of-water-soluble-packaging-in-the-consumer-goods-industry-154382</a> [Accessed 03 September 2023].</p>	<ul style="list-style-type: none"> <li>Little Moons can invest in dissolvable packaging, which would make Little Moons seem more environmentally friendly to customers.</li> </ul>	<ul style="list-style-type: none"> <li>Opportunity</li> </ul>
<b>Legal</b>	<ul style="list-style-type: none"> <li>The Extended Producer Responsibility policy being implemented.</li> <li>The National Living Wage and Minimum Wage across all age groups had increased by £1 after the 1<sup>st</sup> of April 2023.</li> </ul>	<p>Department for Environment, Food &amp; Rural Affairs and Environment Agency (2023) <i>Extended producer responsibility for packaging: who is affected and what to do</i> [online]. Available from: <a href="https://www.gov.uk/guidance/extended-producer-responsibility-for-packaging-who-is-affected-and-what-to-do">https://www.gov.uk/guidance/extended-producer-responsibility-for-packaging-who-is-affected-and-what-to-do</a> [Accessed 03 September 2023].</p> <p>GOV.UK (2023) <i>National Minimum Wage and National Living Wage rates</i> [online]. Available from: <a href="https://www.gov.uk/national-minimum-wage-rates">https://www.gov.uk/national-minimum-wage-rates</a> [Accessed 03 September 2023].</p>	<ul style="list-style-type: none"> <li>Little Moons would have to spend additional resources in order to properly track their packaging. This could lead to additional operating costs. However by properly implementing the policy and being transparent about the process, customer trust within Little Moons would increase.</li> <li>Little Moons may have to increase the wages of their employees which would increase operational costs. However, customer's buying power would increase and as</li> </ul>	<ul style="list-style-type: none"> <li>Threat/Opportunity</li> <li>Threat/Opportunity</li> </ul>

	<ul style="list-style-type: none"> <li>Within the UK it is illegal to give fake reviews about businesses.</li> </ul>	<p>Department for Business and Trade, Department for Science, Innovation and Technology, Hollinrake, K. and Scully, P. (2023) <i>New Bill to crack down on rip-offs, protect consumer cash online and boost competition in digital markets</i> [online]. Available from: <a href="https://www.gov.uk/government/news/new-bill-to-crack-down-on-rip-offs-protect-consumer-cash-onlineand-boost-competition-in-digital-markets">https://www.gov.uk/government/news/new-bill-to-crack-down-on-rip-offs-protect-consumer-cash-onlineand-boost-competition-in-digital-markets</a> [Accessed 03 September 2023].</p>	<p>such more sales could be reached.</p> <ul style="list-style-type: none"> <li>Little Moons can <u>take action</u> against false reviews, ensuring that customers get a realistic view of their products. Which could increase the trust customers have in the brand.</li> </ul>	<ul style="list-style-type: none"> <li>Opportunity</li> </ul>
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Figure 2: Micro-environmental Analysis

Porter's Five Forces Factor	Key findings	Source	Potential impact on the brand/organisation	Threat: Low/Medium/High
Power of Suppliers	If there are limited number of suppliers in the market, suppliers would have monopolistic control over pricing.	Baines, P., Fill, C. and Page, K. (2013) <i>Essentials of Marketing</i> [online]. Oxford: Oxford University Press. [Accessed 03 September 2023].	If Little Moons only has a handful of suppliers available to supply from. The suppliers would have a higher bargaining power and Little Moons may incur higher charges.	Medium
Power of Buyers	Customers have a greater bargaining power due to the high level of substitute goods available.	Baines, P., Fill, C., Rosengren, S. and Antonetti, P. (2019) <i>Marketing</i> [online]. 5th ed. Oxford: Oxford University Press. [Accessed 03 September 2023].	Little Moons may need to adjust their pricing or marketing strategy to compete in a buyer-driven market.	High
Competitive Rivalry	The five Major Ice Cream Brands within the UK are Wall's, Nestlé, Cadbury, Häagen-Dazs and Mars.	Mintel (2022) <i>UK Ice Cream Market Report 2022</i> [online]. London: Mintel. [Accessed 03 September 2023].	As Little Moons faces a high level of competition, they would need to differentiate themselves to stand out from its competitors.	High
Threat of New Entrants	There exist numerous food safety laws that needs to be followed for Ice Cream brands.	Food Standards Agency (202) <i>Bulk freezing of ambient and chilled foods</i> [online]. London: Food Standards Agency: Available from: <a href="https://www.food.gov.uk/bus">https://www.food.gov.uk/bus</a>	The food safety regulations being in place would act as a barrier to entry, meaning that it would be difficult for new entrants to appear.	Low

		<p>ness-guidance/bulk-freezing-of-ambient-and-chilled-foods [Accessed 03 September 2023]</p>		
Threat of Substitutes	There are numerous products within the Ice Cream Market in the UK, with pricing ranges from low to high.	<p>Tesco (2023) <i>Ice Cream &amp; Lollies</i>. Available from: <a href="https://www.tesco.com/groceries/en-GB/shop/frozen-food/ice-cream-and-lollies/all?sortBy=price-descending&amp;preservedReferrer=https://www.tesco.com/groceries/en-GB/shop/frozen-food/ice-cream-and-lollies/all?sortBy=price-descending">https://www.tesco.com/groceries/en-GB/shop/frozen-food/ice-cream-and-lollies/all?sortBy=price-descending</a> [Accessed 03 September 2023].</p>	Little Moons needs to focus on its' unique selling points and branding to differentiate themselves from substitute goods.	Medium

Figure 3: Gantt Chart

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OBJECTIVES + GOALS	Quarter 1			Quarter 2			Quarter 3			Quarter 4		
	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
Market Research and Analysis	[Pink bar]											
Expansion to New Online Retailers			[Purple bar]									
Product Design			[Yellow bar]									
Product Testing							[Blue bar]					
Marketing Campaign								[Orange bar]				
Product Launch									[Green bar]			