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1. Introduction: Problem definition

One of the most dominating and emerging global food trends, is Veganism. (BBC good food, 2017) This has set its footprints in the UK, where fresh meat consumption has fallen, and vegetarianism and veganism are rising, with a population growing by 10% to 1.4 million, from 2012-2017 (Euromonitor Passport, 2018). The main reason for this, is that the British consumers are becoming more health-conscious. Anyhow, this plant-based diet can lead to some health issues, if not performed with attention and a careful dietary planning. Vegan and vegetarian diets are most often very low on proteins, iron, vitamin b12 and vitamin D, why the consumers can prone to deficiency (Petti et al., 2017). These findings are the foundation of the product development, of which the unique selling points are; a vegan energy bar with the dietary supplements that vegans are normally in lack of; Iron, Vitamin B12 and Vitamin D. Further USP's is that it is organic, consist of 100% natural ingredients and has a sustainable packaging.

This paper is build up by PASTA method (Theo Zweers, 2015), as an operational marketing communications plan. The SOSTAC framework (Smith and Zook, 2016) was also considered, as is a very simple approach that covers all main issues needed for a marketing plan. Anyhow, the framework PASTA method is more workable in developing an operational plan, as the objectives are a part of the strategy, so that one first analyses the current situation and then determines the direction for the solution, which is a more logical process. (Marketing communications planning using pasta model, 2017).

1.1 Brand presentation

Since this energy bar is tailored for vegans, the generic strategy for the brand is niche (Porter, 1980). This will therefore affect the branding and communication. The brand archetype will be “the caregiver”, which has the attributes of being protective, nurturing, friendly and trusting (See appendix 3). The brand archetype will be the coherent link in the formation of the brand's mission, vision, values, name, logo and colour palette and promotion.

Mission: *"To take care of our vegan friends and help them live a long, happy and healthy life"*

Vision: *"To create a healthy environment and generate a nutritious population"*

Values: *Sustainability, Health, Empathy, Caring, Friendliness*

Scandalised name: Virtue

In the Oxford Dictionaries, the definition of the word Virtue is described as a *"behaviour showing high moral standards"* or *"a quality considered morally good or desirable in a person"* (Oxford Dictionaries, 2018). The name is therefore both reflecting the consumer lifestyle and the brand value. It is furthermore industry and product neutral, which gives opportunities for future product and line extensions.

Brand Logo



At first sight, the consumer will identify the brand symbol as a star, but when taking a closer look, the symbol is formed of four people, hand in hand. Two different logos have been made, in order to fit in different visual layouts.

Colour palette: Green and Yellow

The decision of the colours used for the brand identity, is based on theoretical psychology of the colour. Following are the associations of the colours (Kliever, J., 2018):

Green:	Symbolise nature, health, sustainability, environmental friendly, freshness and growth
Yellow	Symbolises sunshine, happiness, cheerfulness, friendliness

2. Analysing

To analyse the external environment for Virtue, there has been made a PESTEL analysis (see appendix 1) along with a Porters Five Forces (See appendix 2) and Porters diamond analysis.

The reason for executing a PESTEL analysis, is that it is easy to understand and gives a broad understanding for the external environment plus prepares the brand for threats. The disadvantage is anyhow, that the factors often change in a rapid phase, why it would only be accurate for the time of the execution. It is also subjective, as people can view external factors differently.

Porter's Five Forces is a good tool of an analysing the industry. The disadvantages are though, that it only focuses on a single industry when more industries are often linked together. It neither takes the rapid change within the market in considerations.

Porter's diamond includes the findings from Porter's Five Forces, but also investigates factor conditions, demand conditions and supporting industries, why it can provide a more through identification of Virtues condition in the market. The framework is intentionally used for understanding the organisations position in the market and competitive advantage of the country, why it is most often used for organisations that want to expand to a new country. However, it is still relevant for this paper.

After the external analysis, a TOWS analysis will follow. Instead of a SWOT analysis that will just point out external opportunities and threats, discovered in the PESTEL analysis, Porters Five Forces analysis and Porters Diamond analysis, along with the strength and weaknesses of Virtue, it will actually develop strategies and solutions.

2.1 Key findings from PESTEL analysis

- Vegetarian and vegan meals are on the rise along with a fourth meal each day, especially healthy snacks.
- The consumers are having more frequent and brief groceries shopping trips
- Consumers are turning increasingly to self-medication, through dietary supplements/vitamins, partly due to a growing interest in health prevention
- Economic uncertainty about Brexit's outcome, has weakened consumer confidence and especially young consumers and low-income households have

been affected by high debt levels and rising living costs. This is predicted to continuing in 2018

- In a 2017 GCT survey, more than half of the UK respondents said that they try to be environmental conscious in their everyday actions, while 49% were worried about climate change.
- Same survey found that an increasing number of consumers buying goods due to a company's ethical reputation, and that 60% were willing to pay more for food that has recyclable packaging.

2.2 Porters Diamond analysis

Factor conditions	The factor conditions in UK is moderate to good. UK is an attractive country for opening a business and has a safe business environment. However, the nation is experiencing political instability due to uncertainty about Brexit outcome. This has affected the inflation rate, which has jumped from 0.6% in 2016 to 2.7% in 2017. Few industries are still experiencing growth, including health goods and medical services.
Demand conditions	The demand conditions for a vegan energy bar in UK are good. The vegan population is rapidly growing, along with an overall increase of a health conscious and environmental conscious population. The British consumers are willing to pay more for these qualities. More consumers additionally take dietary supplements, which this product can provide.
Supporting industries	Virtue's supporting industries will be suppliers of the organic and natural ingredients in the bars, sustainable packaging besides logistics. When UK leaves the single market, tariff and barriers will be added when transporting products across borders between UK and EU, which can affect the supply chains.
Firm strategy, structure, rivalry	The competition in the industry is very high and so is the bargaining power of buyers and threat of substitutes. This is due to the costumers low switching costs and the high availability of substitutes food alternatives. Even when the consumer has decided to go for a vegan energy bar, they will still be faced with several opportunities. The threat of new entry is also high, due to the convenient and low-cost establishment procedures when opening a business in the UK. The bargaining power of suppliers in on the other hand low. Virtue would easily be able to find new suppliers offering substitute products. The threat of rivalry in the industry is moderate, since if communicated properly, Virtues USP's can create preferences within consumers beside create new needs for new customer groups.

Figure 1: *Porters Diamond* by Sarah Aida Andersson, Adapted from (Cavusgil et al.:153

2.3 Tows analysis

TOWS ANALYSIS FOR VIRTUE		Internal	
		Strengths	Weakness
		S1: Vegan energy bar S2: Organic ingredients S3: Dietary supplements specially tailored vegan's nutria shortage S4: Sustainable packaging S5: Sustainable production	W1: No brand awareness W2: An idea that can easily be copied by competitors
		Strengths-Opportunities	Weakness-Opportunities
External	Opportunities	Strengths-Opportunities	Weakness-Opportunities
	O1: Emerging trend: Veganism O2: Emerging trend: A forth meal O3: Increase in health consciousness O4: Increase in consumers taking dietary supplements O5: more costumers buy goods due to the company's ethical reputation O6: consumers are willing to pay more for products with sustainable packaging	O1+O2+O3+O4+S1+S2+S3 Combining several of 2018's most dominating trends in one product O5+O6+S4 Communicate a clear CSR profile	O1+O2+O3+O4+W1+W2 Positioning Virtue as first movers O5+O6+W1+W2 Effective targeting
	Threats	Strengths - Threats	Weakness - Threats
	T1: High competition in the market T2: Many available substitutes T3: High inflation rate T4: Young consumers and low-income households' consumer confidence has weakened	T1+T2+S1+S2+S3+S4+S5 Steal competitors' costumers by creating desire through content marketing T3+T4+S1+S2+S3+S4+S5 Create a need in a new costumer group by clearly communicating the augmented product	T1+T2+W1+W2 Positioning Virtue as first movers T3+T4+T5+W1+W2 Only target profitable segment

Figure 2: *TOWS analysis* by Sarah Aida Andersson, Adapted from (Weihrich, H., 1982)

Virtue is first movers in combining several of 2018's most dominating food trends in one product, which creates unique USP's that has to be communicated clearly to the target audience. Before doing this, Virtue must identify the most profitable segment and then perform an effective targeting of the two customer groups; costumers that regularly buys vegan energy bars and costumers that normally buy other vegan snacks. Described in another way; steal competitor's consumers, but also create desire in a new customer group.

3. Strategy

3.1 STP

The STP is a good tool to construct focussed marketing efforts, more suitable content for the specific segment plus it helps setting measurable objectives.

The segmentation will determine the possible consumers that Virtue can focus its marketing efforts on. In the targeting, an indebt description of a primary and a secondary target group occur, representing competitors' customers and new customers. This will be followed by a costumer decision making process analysis, where the target audience's customer journey from start to finish will be estimated. This will determine how Virtue can stimulate and influence the target audience, and the findings will form the marketing efforts.

Next, the aimed achievement for the campaign will be described, by defining the objectives. Then, Virtue's aimed distinctive position to the consumers perception will be defined, on behalf of the functional attributes and benefits of the product. This will be followed by a proposition, where the central message and values will be expressed.

3.1.1 Segmentation

In order to analyse and identity the ideal segment, one must first specify the geographic, demographic, behavioural and psychographic characters of the target group, which has to be measurable, profitable and differentiated. (Rolighed Andersen, 2011:116). For Virtue's segments, the behavioural characters are the essential point, where they differentiate themselves from the rest of the population.

Geographic	Urban cities in United Kingdom
Demographic	Age: 16-23 and 24-40 Generation: Y and early Z
Behavioural	Loyalty status: buildable low-high Buying pattern: light-heavy, promotional Sought benefits: Vegan, dietary supplement, on-the-go snack, sustainability
Psychographic	Lower-Middle, middle and upper middle class. Health conscious. Ingredient conscious, Sustainability conscious

Figure 3: *Segmentation* by Sarah Aida Andersson, Adapted from (Dibb, S. & Simkin, L., 2008)

3.1.2 Targeting

Primary target competitors consumer	Secondary target new consumer group
Female, 27 years old, lives in Holborn, works as a paralegal, is very active and is training for a marathon. She always has a healthy snack in her bag, in case a small hunger should arise. She is a health-conscious foodie and is mainly a vegan for health reasons, but still cares a lot about the environment. She is very digitalised and reads vegan blogs for diet inspiration and recipes. Always keen on trying new vegan food alternatives or restaurants.	Female, 20 years old, lives at home with her parents in Stockwell, studies anthropology as first year on university. She always has a piece of fruit or vegetable in with her to university for the 10am hunger. She is active and goes for runs, yoga and body pump. She has a mind of an activist and wants to contribute to making the world a better place. She is a vegan for health reasons, but definitely also environmental reasons. She is digitalised and highly influenced by vegan KOLs on SoMe.

Figure 4: *Targeting* by Sarah Aida Andersson, Adapted from (Dibb, S. & Simkin, L., 2008)

Consumer Decision-Making process

An energy-bar is a high-involvement product for this target group. The consumer will have light to frequent purchase occasions. When launching the product, the user status would be first-time or potential users, but with time, they would become regular, which makes them a profitable group. Loyalty status is buildable medium to high.

Problem recognition	The consumer experiences a light hunger and decides to go for an energy bar.
Information search	When wanting to buy an energy bar, the consumer searches in its preferred distribution channels. Prior to this, the consumer has searched on online medias, to find suitable brands that are appealing to and supporting their lifestyle and needs.
Evaluation of alternatives	The consumer spends a lot of time at this stage. He or she will be comparing products and foster price competition. The consumer wants value for money, and for her or him, the most important aspect is the ingredients used, why he or she always reads and review the ingredients before buying the product. The next important factor is a sustainable packaging.
Purchase	Even though the consumer is willing to invest time and money in consuming the best product for her or his vegan lifestyle, high availability and easy access is still important for them.
Post-purchase experience	At this stage, the consumer evaluates if they like it or not. The satisfied customer will proudly tell its family, friends and vegan peers about it, and some even write online reviews. The dissatisfied customer will do the same.

Figure 5: *Customer Decision Making Process* by Sarah Aida Andersson, Adapted from (Kotler P. & Armstrong, G.,2013)

3.1.4 Objectives

Corporate

To reach a 2% market share of vegan energy bars in UK, by end of 2018

Marketing

To sell 15,000 bars in London before end of 2018

MarCom

To generate 30% customer repeat purchase by end of October 2018

To reach 90% customer satisfaction by end of 2018

3.1.5 Positioning

Virtue will be positioning themselves on behalf of their USPs. In the costumer's perception of Virtue, they deliver a product is that it is not only vegan, but specially tailored the him or her, by having the nutrition supplements that they normally lack.

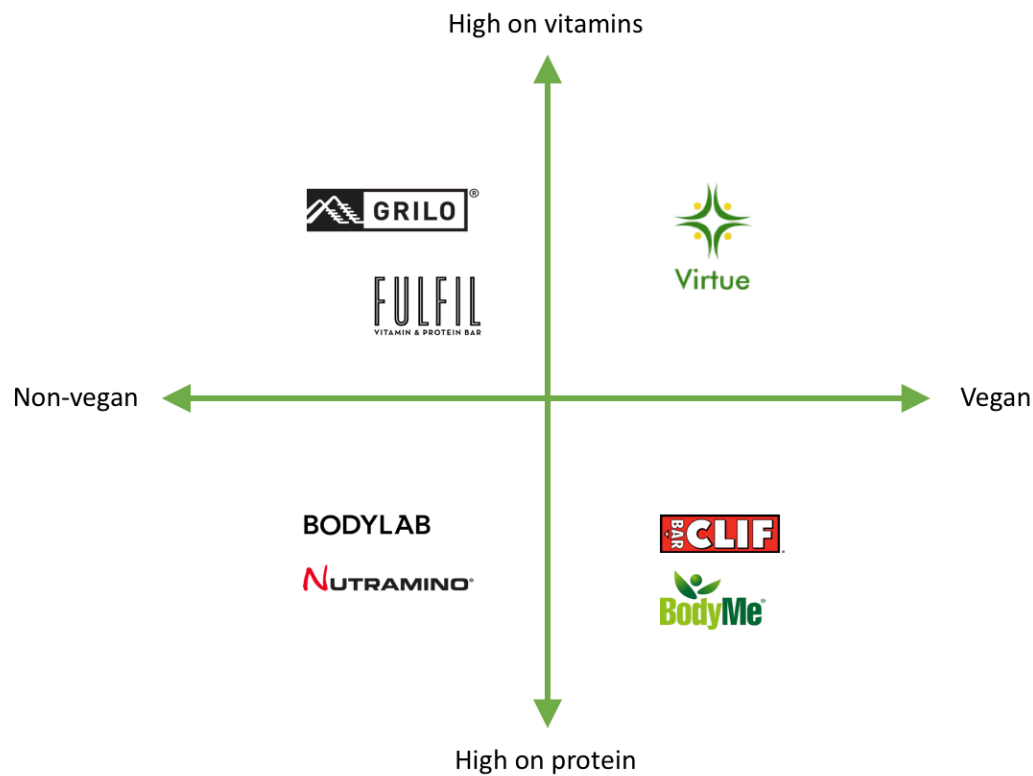


Figure 6: *Perceptual map* by Sarah Aida Andersson, Adapted from (D'Aveni, R. A., 2007)

3.1.6 Proposition and messaging

Positioning	
For: Vegans Who: Wants a healthy snack The: Virtue Is a: Organic, sustainable vegan energy bar That: prevent you from becoming deficiency Unlike: Other brands It: Contains Iron, Vitamin B12 and Vitamin D, specially tailored your lack of vital nutrients.	
Messaging	
1	We are sustainable and organic
2	We are preventing vegans from health issues
3	We have made this product specially tailored to vegan's needs

Figure 7: *The Positioning Statement* by Sarah Aida Andersson, Adapted from (Sutherland, L., 2012)

3.2 The Marketing Mix

To help achieve the objectives, the marketing mix will be set, tailored the target audience. This will be a description of the product three levels, pricing strategy, distribution strategy and promotion strategy,

Product:

Core	food
Actual	Vegan energy bar, nutrition supplement, organic, sustainable packaging, high quality for reasonable price
Augmented	supporting a lifestyle, sustainability, makes you healthier, on-the-go hunger, easy assessable,

Figure 8: *Three Levels of a product* by Sarah Aida Andersson, Adapted from (Kotler, P., 1967)

Packaging

Due to the brand values, the packaging is made of 100% recyclable paper and has a minimalistic design, using the Virtue's colour palette.



Price

The price for one energy bar, will be £1,89. This price is made on behalf of skimming pricing strategy (Dean, J., 1976), with is ideal for niche products (Porter, 1980). The price must be at an amount where it symbolises high quality, but at the same time be accessible to the majority, due to the brand archetype. The price has also been exposed to psychological pricing (Rolighed Andersen, 2011), so that it seems cheaper in the mind of the costumer, in order to make the consumers respond on emotional basis, rather than rational.

Place

Since it is a niche product (Porter, 1980), selective distribution (Kotler, Keller and Burton, 2009) is ideal for Virtue. The distribution channels will be places where the audience already shop for their vegan diet. Anyhow, due to the brand archetype and the target audience's behaviour, it must still be easy assessable, why the chosen distribution channels are: Waitrose, Planet Organic and Sainsbury's.

Promotion

The promotional strategies will be; content marketing with a mix of push and pull. Social Media marketing, Sales Promotions, Digital Marketing and Advertising.

4. Tactics

Due to the brand archetype, all communication will be in an optimistic and friendly language. The content will include advice or services that will provide health benefit to the vegans, and everything that will be communicated has to have the function of making the vegans even healthier. The majority of the promotion will be content marketing communicated with a combined strategy of push and pull, led by push. All actions will have to purpose of generating either paid, owned or earned media (Burcher, N., 2012), some mixed. Lastly, a customer retention plan will be specified.

4.1 Pull elements

Avert

This is owned media that will generate paid media, when advertised. The purpose of the advert is to promote the product. The communicational aspect of the advert is to use vegan stereotypes in a funny manner, so that consumers can identify themselves with the characters. It speaks to the vegans' non-vegan friends and family, but the target for this advert, is still the vegans themselves.

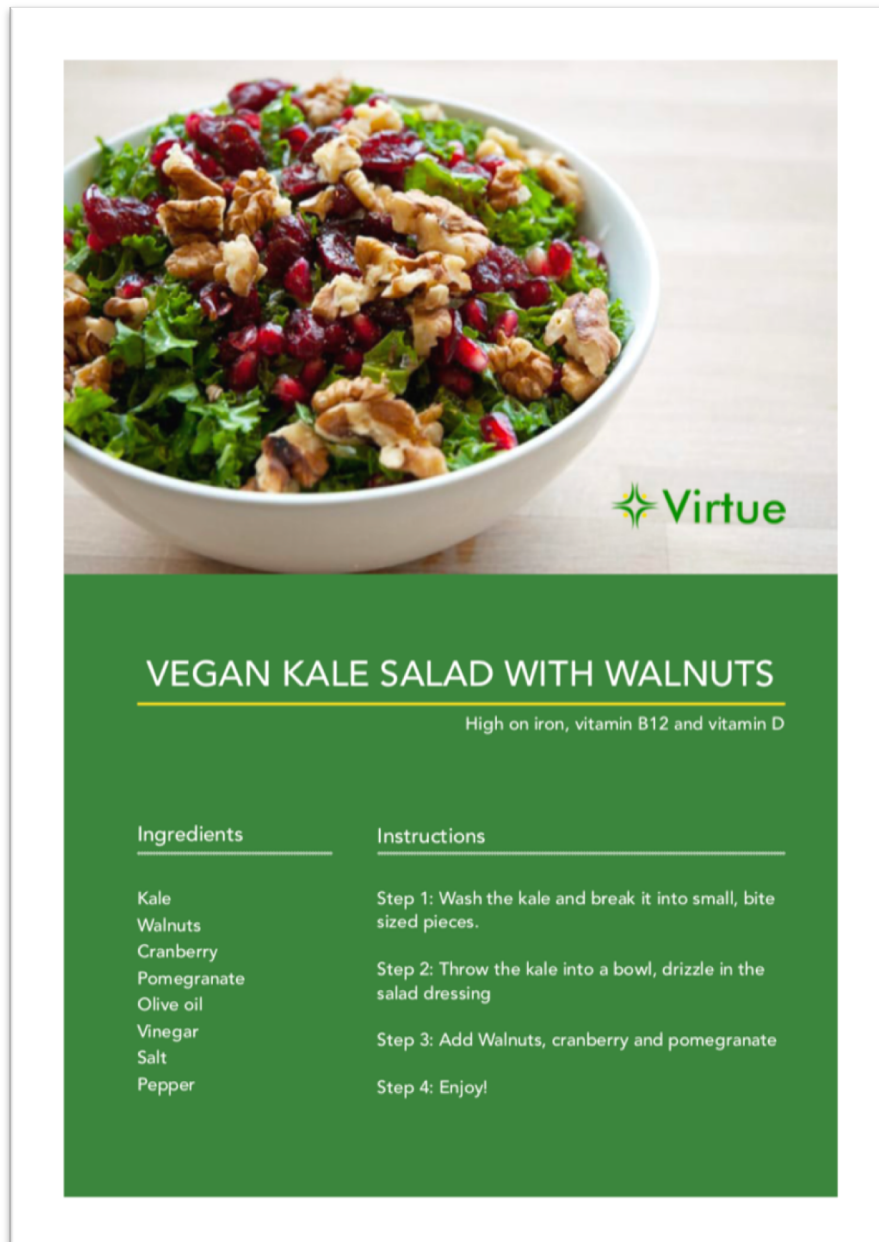
Scene 1	Two friends in their early 20's is sitting on a bench in a park on a summer day. The one person is talking and talking and talking about all the benefits that the vegan diet has, while the other person looks distracted, tired and not interested.
Scene 2	The distracted friends suddenly say; hey! I bought some snacks for us! Here is a vegan bar for you.
Scene 3	The vegan person takes it and says, "thank you, that's <u>sooo</u> thoughtful of you!" She then eats it quietly with a smile. The non-vegan friend is taking a deep relieved breath with a big smile.
Scene 4	The vegan friend finishes it, and the starts talking and talking and talking again about veganism. The non-vegan friends tool her eyes in an annoyed manner, but then smiles and gives her a hug
Scene 4	Presentation of the company. "Virtue, makes your friend happy and healthy, or at least silent for a while" after a short pause, "but really, you should join the vegan movement

Poster for paid social media ads



This is paid media, and this poster, and other similar ones, will be posted as paid ads on Facebook and Instagram. The purpose is to crease brand awareness and the CTA intention, is that the consumer clicks on the link to read more about the brand.

Postcards



This is owned media. This postcard, and other similar ones, will be available for free at the distribution channels and at the product sampling. This is a part of the content marketing strategy, and the purpose of the postcard is to provide the target audience with extra values, and thereby create customer satisfaction and loyalty.

Blog

This is owned media, that will hopefully generate earned media. The blog is also a part of the content marketing strategy, available at Virtue's website. The purpose of this vehicle, is to provide guidelines to a healthier vegan lifestyle along with recipes which are high on the nutrition that they lack of. There will be one new recipe every Sunday.

Instagram

This is owned media with the aim of generating earned media. The benefit of this vehicle, is that it's a great media to express brand identity, good at creating traffic, has a high customer engagement rate, beside offers the possibilities of targeting posts. The content on Instagram will mostly be the same as on the blog; recipes and other things appealing for vegan lifestyle. It will mainly be pictures of delicious vegan food, with links to the blog for the full recipe. Instagram will furthermore be the host of a loyalty program, that will be described later in this paper.

Facebook

This is owned media with the aim of generating earned media. The benefit of this vehicle, is that it offers opportunities to target both paid and organic posts, that it has decent analytical tools and that the exposure rate on campaigns and competitions are high. The content on Facebook will include links to the blog, but also secondary relevant articles for vegan lifestyle, with the focus on how to become even healthier, will be posted.

Gifting KOLs

This paid/earned media. Virtue will at two different dates, send out a sample box of 6 bars to 40 different vegan KOLs, that frequent communicate their vegan lifestyle online. These KOLS would not be required to post anything about Virtue, only if they do it by their own means. The aim is though, that Virtue will achieve earned media from it.

4.2 Push elements

Sample promotions

This is paid media. The purpose of this, is to expose the customers to the brand, and create brand awareness. The handout will take place in front of 5 different Planet Organic in London, which is one of the selected distribution channels. When handing out a bar, the customer will moreover receive a voucher with a 50p discount on the next purchase. The customer can additionally take postcards with some recipes.

Sponsored posts on Facebook and Instagram

This is paid media, with the purpose to create brand-awareness. It will be a mix of the advert and the posters, both with clickable links to the website.

These posts will be using both platforms targeting tools, including the audiences' demographic and interest in veganism.

4.3 Customer retention and loyalty

Social Media Engagement loyalty programme

This is a non-visible customer orientated loyalty programme (Jacobsen and Ulka, 2012). This will take place on Instagram, where every post encourages the customers to share their healthy vegan lifestyle and recipes using the hashtag "Virtuelicious". The customer benefit for this programme, is that they can share their lifestyle with their peers while entering a competition. Each last day of the month at 5pm, 3 winners of 12 bars will be selected. The benefit for Virtue, is to achieve earned media and create loyal customers that acts like brand ambassadors.

Voucher

The purpose of the voucher is to create measurable customer retention. The codes are valid until end of October 2018.

5. Actions

To reach the objectives, an implementation plan will be presented, showing which marketing elements that will be executed when. This will be followed by a budget, showing an estimate of the main cost for this seven-month campaign.

5.1 Implementation

June	July	August
1 st Blog, Instagram and Facebook launch 1 st Send out press release 3 rd New recipe on the blog 10 th Film advert 10 th New recipe on the blog 17 th New recipe on the blog 24 th New recipe on the blog 29 th Send out product samples to vegan KOLs	1 st Daily paid post of posters on SoMe begins 1 st New recipe on the blog 8 th New recipe on the blog 15 th New recipe on the blog 22 nd New recipe on the blog 29 th New recipe on the blog 31 st Virtuelicious winner will be announced	1 st Product available in store. 1 st Daily paid post of advert on SoMe begins 1 st Giveaway samples in front of 5 different Planet Organic 5 th New recipe on the blog 12 th New recipe on the blog 15 th Giveaway samples in front of 5 different Planet Organic 19 th New recipe on the blog 26 th New recipe on the blog 31 st Virtuelicious winner will be announced
September	October	November
1 st New posters on SoMe to be created and daily posts begins 2 nd New recipe on the blog 9 th New recipe on the blog 16 th New recipe on the blog 23 rd New recipe on the blog 30 th New recipe on the blog 30 th Virtuelicious winner will be announced	1 st Send out product samples to vegan KOLs once again 7 th New recipe on the blog 14 th New recipe on the blog 21 st New recipe on the blog 28 th New recipe on the blog 31 st Validation of voucher expires 31 st Virtuelicious winner will be announced	1 st New posters on SoMe to be created and daily posts begins 1 st Daily paid post of advert on SoMe stops 4 th New recipe on the blog 11 th New recipe on the blog 18 th New recipe on the blog 25 th New recipe on the blog 30 th Virtuelicious winner will be announced
December		
2 nd New recipe on the blog 9 th New recipe on the blog 16 th New recipe on the blog 23 rd New recipe on the blog 30 th New recipe on the blog 31 st Virtuelicious winner will be announced		

Figure 8 Implementation calendar by Sarah Aida Andersson

5.2 Budget

Production cost for advert	£1000
Postcards, 5000 pieces	£120
Vouchers, 2500 pieces	£55
Gifting KOLs	£500
Sample promotion	£3000
Instagram competition	£120
Paid digital ads	£400
Total	£5195

With an estimated production cost of 50p pr. product, 10,390 bars must be sold to cover the campaign.

6. Monitor and control

To monitor and control that all marketing communication efforts delivers the objectives, an AIDAR model analysis will be executed followed by a Balance Scorecard analysis.

This AIDAR model (Barry, T.F., 1987) has been developed as a tool to make sure that all the IMC actions will have a fitting purpose, efficient outcome and to make sure that Virtue is properly covering all stages of creating attention, interest, desire, action and retention for the customers.

The Balance Scorecard (Kaplan, R. and Norton, D., 1996), will be created to help keeping track of the operational activities that will lead to achieving the objectives. It will look at the objectives, aimed outcome, how to measure it and the actions that will get Virtue there. This will be both from a financial, customer, internal business and innovative perspective.

6.1 AIDAR model

Attention	The tactic on this stage is using push marketing elements as the advert, Paid SoMe adverts, Product sampling, that will expose consumers for our brands, without them having to take the initiative.
Interest	The tactic on this stage, is to make sure that they consumers are getting continuously exposed with both paid ads, word-of-mouth from KOLs plus using the SoMe poster to create a problem recognition and in that extend, a solution.
Desire	The tactic on this stage, is to use content marketing, through social medias and the postcards, to build an emotional bond with the customers leading to brand preference.
Action	The tactic on this stage, is to be easy accessible on the distribution channels that our target audience already visits. Another element is the voucher that the consumers get at product sampling, which gives them a discount if used before October 31 st , stimulating a thrifty buyer motive.
Retention	The tactic on this stage is to build a healthy costumer relationship, through content marketing and an engaging loyalty programme on Instagram.

Figure 9: *AIDAR model* by Sarah Aida Andersson, Adapted from (Barry, T.F., 1987)

6.2 Balance scorecard

OBJECTIVES	MEASUREMENTS	TARGETS	INITIATIVES
Financial perspective			
1. Increase growth	1. Market share	1. Reach 2% market share	1. Steal competitors' customers
2. Increase growth	2. Revenue	2. Sell 15,000 bars in London end of 2018	2. Create brand awareness and preference through content marketing
Customer perspective			
1. Create brand preference	1. Customer repeat purchase	1. 30% by end of October 2018	1. Voucher from product sampling
2. Create brand preference	2. Customer satisfaction	2. 90% by end of 2018	2. Content marketing campaign

Internal Business perspective			
1. Provide a high-quality product	1. High quality ingredients and sustainable packaging	1. 100% organic and natural ingredients and recyclable packaging	1. High control of supply chain
Learning & Innovation perspective			
1. Create a relevant content marketing campaign	1. Effectiveness of campaign	1. To achieve the objectives	1. Through analysis of the consumer behaviour and customer insights

Figure 10: *The Balance Scorecard* by Sarah Aida Andersson, Adapted from (Kaplan, R. and Norton, D., 1996)

7. Conclusion

Virtue is a vegan energy bar with the dietary supplements that vegans are normally in lack of; Iron, Vitamin B12 and Vitamin D. It is additionally organic, consist of 100% natural ingredients and has a sustainable packaging. The product development was made by combining several of 2018's most dominating food trends in one product; veganism, a fourth meal each day, health consciousness, sustainability consciousness and an increase in consumers taking dietary supplements

Virtues energy bar is a niche product and will be using skimming pricing strategy and selective distribution.

The target audience is costumers that regularly buys vegan energy bars and costumers that normally buy other vegan snacks, why Virtue must both steal competitor's consumers also create a need in a new customer group. The aim of the campaign is therefore to create brand awareness and customer satisfaction.

The promotional strategies will be content marketing, social media marketing, digital marketing, advertising and sales promotion. It will be a mix of push and pull strategies, led by pull.

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9. Appendix

9.1 Brand archetype

To create a coherent, integrated marketing strategy, an identification of a brand's archetype can be helpful. The purpose of the archetypes is to create a strong brand personality, and in that sense perception in the consumer's mind. The characteristics of the archetypes can be used as a guideline for how the brand must act on the market and communicate to its audience. In 2009, Faber and Meyer defined 13 different archetypes, of which this brand is most fittingly in description of the "Caregiver". This archetype is described as:

"Represented by caring, compassion and generosity. Commonly protective, devoted, sacrificing, nurturing and often parental. Usually very benevolent, friendly, helping and trusting." (Faber and Meyer, 2009: 309)

This archetype's is motivated by nurturing and caring for others. This archetype is good for this brand, since the idea generations came from one of the biggest risks when following one of the most time-relevant diet trends. It is time-relevant and gives a promise of taking care of the vegans and making them healthier.

9.2 PESTEL analysis

Political	<p>Brexit will take-off from 29 March 2019, but UK will still somehow continue being bound by EU law and policy for further 21 months. At the transition agreement, Britain's negotiation position will be even weaker than now, and EU's suggestions may be "take it or leave it". A newer damaging impact on UK, is that Northern Ireland has communicated that they want to stay in EU's customs union and single market, regardless if the rest of UK is outside. (Green, 2018) When UK most likely will leave the single market, it will result in the application of tariff and barriers when transporting products across borders between UK and EU, which can affect the supply chains (Giles, 2017).</p>
Economical	<p>Due to the economic uncertainty about Brexit's outcome, consumer confidence has weakened. The inflation rate jumped from 0.6% in 2016 to 2.7% in 2017, and particularly young consumers and low-income households have been affected by high debt levels and rising living costs. This is most effecting millennials (Consumer Lifestyles in the United Kingdom, 2018) This is predicted to continuing in 2018, due to further rising prices, frozen benefits and a wage squeeze. (Partington, 2018)</p> <p>Anyhow, few industries are still experiencing growth, including health goods and medical services. (Consumer Lifestyles in the United Kingdom, 2018)</p>
Socio-Cultural	<p>There has been a shift towards frequent shopping trips, where the consumers in now buying food when they actually need them, to avoid waste. (Consumer Lifestyles in the United Kingdom, 2018)</p> <p>Vegetarian ready-meals are on the rise (BBC, 2017) along with a fourth meal each day, especially healthy snacks. (Smithers, 2017)</p> <p>Today's British consumers are more health focused, and this has resulted in a decrease of fresh meat consumption.</p>

	<p>Veganism and vegetarianism is an emerging trend, with a growth of 10% to 1.4 million from 2012-2017. (Consumer Lifestyles in the United Kingdom, 2018)</p> <p>Consumers are turning increasingly to self-medication, partly due to a growing interest in health prevention, and according to the 2017 GCT health survey, 62% took dietary supplements/vitamins for this purpose. (ibid)</p>
Technological	<p>To confirm label declarations for food, analytical methods are required. These techniques are expensive to support, due to minimum level of use. (Vitamin B12 – A review of analytical methods for use in food, 2015)</p>
Environmental	<p>In the 2017 GCT survey, 53% of UK respondents said that they try to be environmental conscious in their everyday actions and 49% were worried about climate change. A study from YouGov data showed a 28% increase in consumers buying goods due to a company's ethical reputation. (Consumer Lifestyles in the United Kingdom, 2018) The same study showed that British consumers are willing to pay more for products with recyclable packaging. Almost 60% were willing to pay more, when it came to packaged food. (ibid)</p>
Legal	<p>UK is ranked as 7th in the world, in The World Bank's report (Doing Business 2018). It only takes 24 hours to register a company online and at the low cost of £12. (Gov.uk) Anyhow, the uncertainty about Brexit will make the nation less attractive due to substantial legal changes.</p>

PESTEL analysis by Sarah Aida Andersson, Adapted from Aguilar, F. (1967)

9.3 Posters Five Forces

The threat of new entry	This threat is high due to the convenient and attractive establishment procedures. The product development is furthermore low-cost.
The bargaining power of buyers	This threat is high due to the costumers low switching costs and a high availability of substitutes.
The bargaining power of suppliers	This threat is low. The availability of suppliers that provides natural and organic ingredients plus recyclable packaging is very high, why Virtue easily would be able to source new suppliers offering substitute ingredients and packaging. Anyhow, Brexit might increase this threat, if UK leaves the single market.
The threat of substitutes	This threat is very high. There is a lot of available both direct and indirect. Direct includes other types of on-the-go bars, chocolate bars, protein bars. Indirect substitutes include other products that can fulfil the need of a light hunger, as fruit, drink, etc. Anyhow, successfully communicated augmented features can lower this threat.
Rivalry in the market	This threat is moderate to high. the competition is very high. Anyhow, a unique branding can create effective USP's, that makes preferences within the consumers.

Porter's Five Forces by Sarah Aida Andersson, Adapted from Porter, M. (1979)