

IMC Project



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Introduction

Our bCom Agency has taken up the challenge for your Franklin company. The objective of our mission was to elaborate an integrated marketing communication plan with a budget of 20.000€ in order for you to be able to strike out on a new market, the impulse market, and expand your target group.

The first step of our project was to develop a Desk Research of the environment of the Franklin company, as well as a summarized analysis of the impulse market and its demand. The second step was the Field Research, which thanks to a quantitative study, helped us understand the behaviours and consumption habits of Franklin's communication target group. This general research helped us elaborate a proposition of communication plan the best way as possible and in the most adapted and relevant way regarding the objectives of the company (integrate the ice creams on the impulse market) and its values, also choosing the most adequate partnership. Therefore, the third and last step of our IMC Project is the communication plan we have imagined for you, along with the development of each communication tool.

STEP 1: DESK Research

Presentation of the company Franklin

Franklin is a Belgian company specialized in the design of homemade ice creams. Its products are sold in more than 200 high-end supermarkets throughout Belgium. Their supply is made only on a short circuit through Belgian farmers.

At first, Franklin had the will to make ice creams with the most authentic taste possible. In order to arrive at this result, he realized that it was essential to remove the sugar from its ice. Franklin plays a lot on the values of Belgium by choosing popular flavours of the country.

Their different tastes for ice cream are: Pure Belgian chocolate, Bourbonvanilla of Madagascar, Creamy summer strawberry, Roasted Coffee, Kriek sorbet with pieces of cherry and Belgian Cuberdon with pieces of raspberry. Each ice cream is available in a 100ml or 500ml format. They also offer Frozen yoghurt (Fresh Belgian Yoghurt, Sirop de Liège and Fruits of the Forest)

Franklin's mission

“Thanks to our unique and visionary expertise in modern dessert-making, combined with the highest quality ingredients, we can now offer you a product that is the definition of excellence.”

Franklin's values

Franklin relies on 6 main values: ethics, sourcing, transparency, origin, precision and passion. The company is very attentive to the process of its production, as well as the quality of the ice creams and takes great care of the everyone involved in its environment.

Analysis of the offer: Ice cream Market

Franklin's direct competitors

➤ **Just Ice – Ice Crime**

Just Ice is an innovative producer of ice cream, sorbets and ice desserts, and was founded in 2011. The production is local and handmade. They make all of their ice creams themselves on the Westerring, in Oudenaarde.¹

Ice cream from Just Ice is a thoroughly good product, made with carefully selected ingredients. Their best-known range is Ice Crime (sugar-free and sweetened with stevia). Such as Franklin, this is their only business, they don't produce regular ice creams. In fact, Just Ice concocted its own recipe in order to keep the genuine flavor of artisanal ice cream.

Four flavours are sold in multipacks of 4 x 120 ml cups: vanilla (or 1L tub), chocolate, mocha (or 1L tub), strawberry. They also make frisco's, made up of vanilla ice coated with pure chocolate, naturally sweetened with stevia. The selling price at Delhaize is 4,29€/L.

They only communicate online on their Facebook page², with about 3 or 4 posts a month.

➤ **Van Gils**

Van Gils is a company specialized in manufacturing high quality desserts, located in Antwerp. Van Gils has developed a wide variety of products. The assortment consists of at least 160 different desert products.³

The company has an excellent reputation thanks to sugar free desserts, where the natural sweetener Stevia is used. The sugar-free ice cream is available in the following flavors: vanilla, strawberry, chocolate, and banana in multipacks of 8 x 100ml, and mixed box with different flavors.

The only media they use is Facebook, with a very poor communication limited to one post a month or every two months. They have a little community (601 likes).⁴

¹ <http://www.just-ice.be/fr/produit/ice-crime/>

² <https://www.facebook.com/icecrime.be/>

³ <http://www.van-gils.be/en/product-finder/>

⁴ <https://www.facebook.com/VanGils.SweetCreations/>

➤ Ijsboerke

Ijsboerke is a Belgian firm located in Antwerp. They recently launched a range of light ice creams made with tagatose, a new low calorie, natural and sugar-free sweetener containing 75% less calories than sugar.

Ijsboerke takes a pioneering role in this area and has been working for years on innovations to replace sugar or classic sweeteners in his ice creams.

The light range is made up of vanilla, coffee, and chocolate flavors sold in 1L tubs, sticks and cones sold in multipacks of 6, and the 4x100ml packs are only available in the vanilla flavor.

The price of tubs is 4,39€/L at Delhaize.

Ijsboerke is active on the four main social media, Facebook, Instagram, Twitter and YouTube. With 80.000 likes on Facebook, they have a quite big and receptive community with whom they regularly interact through contests or humor.

Franklin's indirect competitors

➤ Haägen-Dazs

Haägen-Dazs is an American ice cream brand that offers ice cream in cups. A few years ago, they launched their own stores in the big cities of Belgium. Nowadays they only have four stores in Brussels, where they sell more than twenty different ice cream flavors.

The ice creams in cups are distributed all over Belgium in supermarkets such as Delhaize, Carrefour, Cora, but also in proximity stores such as Louis Delhaize or Carrefour Markets.

In Belgium, they currently have 24 different flavors. The most popular on the market are Cookies & Cream, Cream & Speculoos, Chocolate, Pralines & Caramel, Belgian Chocolate.

They also sell mini cups of 100ml and sharing cups of 500ml. It is possible to find the mini cups in packages containing four different flavors.

A cup of 500ml costs approximatively 6,20€.

Their way of doing promotion is very simple because they estimate that the taste speaks for itself.



➤ Magnum

Magnum is a very popular ice cream brand of the industrial group Unilever. They have been selling ice creams on sticks for many years, but in 2017 they launched ice cream in cups. Unlike their direct competitors, they mostly sell their ice creams in supermarkets and in proximity stores.

In the range of ice creams on sticks they have 7 main different flavors, that they also offer in a mini version. In the range of cups, they only have 3 different flavors. A few years ago, they launched new stores in the big cities of Europe to sell personalized ice creams.

A cup of 500ml costs 6,24€.

In their promotion, they are showing Magnum as a very prestigious brand. They prove their ice creams are very crispy, to highlight the wild and powerful aspect of the brand.

	FRANKLIN	JUST ICE	VAN GILS	IJSBOERKE	HAAGEN-DAZS	MAGNUM
PRODUCTS	Low-fat ice creams Zero added sugar Craft - Fresh frozen yogurt (3) - Classics (4) - Belgian premium (3) Made in Belgium	Sugar-free & stevia ice cream, sorbets, ice desserts Craft 4 flavours - 4x120 ml cups - 1L tubs - Frisco's Made in Belgium	160 different dessert products Sugar-free & stevia Craft 4 flavours - 8x100ml - Mix box Made in Belgium	Light range tagatose Craft 3 flavours - 1L tubs - Sticks x6 - Cones x6 - 4x100ml cups vanilla Made in Belgium	- Cups of 500ml - Cups of 100ml - Trio - Bars - Sorbet Industrial 24 flavours in store, 20 in own shops USA 	- Sticks - Cups - Personalized Ice Creams Industrial 7 main flavours Britain 
PRICE	6,19€/500ml	4,29€/L		4,39€/L	6,19€/500ml	6,24€/500ml
PLACE	- Carrefour - Rob Market - Match - Deli Traiteur - Spar - Louis Delhaize	- Delhaize - Spar Retail - Cora - Match - Smatch - Alma	- Rob - MDH Food	- Own shops (2) - Delhaize - Colruyt	- Delhaize - Carrefour - Cora - Proximity Stores - Their own stores	- Delhaize - Carrefour - Cora - Proximity Stores - Their own stores
PROMOTION	- Website - Facebook - Instagram - YouTube	- Website - Facebook	- Website - Facebook - YouTube	- Website - Facebook - Instagram - Twitter - YouTube	- Website - Facebook - Instagram - Twitter - YouTube - Television - Streetmarketing - In POS	- Website - Facebook - Instagram - Twitter - Television - Streetmarketing - In POS

Analysis of the demand: Ice cream consumption

According to our research, the Belgian citizen is one of the biggest consumers of ice cream in Europe.

A Belgian eats an average of 9L of ice cream per year (it is equivalent of more than 100 scoops).

Considering only home consumption (it means the purchase of ice cream in supermarkets), the ice cream market was, in 2010, worth more than 157 million euros.

It is a market in full expansion, in 2012 it grew by 7% (in volume)⁵ with more than 80 million litres sold.

This progress particularly affects 3 sectors:⁶

- Traditional ice cream (which is eaten with a teaspoon) has increased by 6.1% (in volume)
- The "hand" ice cream (stick, cone, bars, etc) which has also increased by 6%
- The sector of frozen cakes, which had decreased by +/- 7%.

With the evolution of society and the changing lifestyles, the ice cream market had to adapt a lot. Ice cream is available in many formats (cones, sticks...) and the number of flavours (tastes) is considerable.

According to our sources, the Belgian market recorded an average increase of 3% per year, and this figure does not vary (much less than in the past) depending on weather conditions.

Even though we can have a "seasonal peak " when the weather is sunny and hot, purchases take place almost equally throughout the year (thanks to an increasingly diverse offer and types of ice cream).⁷

The ice market is therefore a stable market, with a constant increase in volume and which innovates more and more over the years.

⁵ <http://www.lavenir.net/cnt/433097>

⁶ <https://www.lsa-conso.fr/marche-des-glaces-2016-les-industriels-sous-le-sceau-de-la-qualite,233334>

⁷ http://www.cbd-bcd.be/images/cbd/glace_p52_-_03-04-2011.pdf

Analysis of the impulse market

Impulse market

Franklin's objective is to sell its products to another target group, by choosing an additional distribution method: throughout the impulse market. In Belgium, the 3 main companies in this sector are Exki, Paul and Le Pain Quotidien. Le Pain Quotidien is a bakery chain and small restorative area offering healthy and organic food for all times of the day. Paul is a company specialised in the baking and selling bread, "Viennoiseries" and industrial pastries. Exki is a fast food chain of high quality, offering fresh products, sometimes from organic farming. The values of this brand are very close to those of Franklin. It is therefore interesting to analyse the importance of the impulse market as well as its relevance and consumers' attitude towards this market.

Impulsive consumption

It is important not to underestimate the importance of impulse purchases. In fact, these purchases account for a large share of the profit of the supermarkets.

According to a study⁸ the consumer tends to take 70% of purchasing decisions in the store.⁹ It is in supermarkets that consumers are most likely to engage an impulse purchase, communication and sensory marketing will obviously increase their chances.

According to one study, out of 1,000 people surveyed, 16% said they had already spent more than 400€ for an impulsive purchase and 10% said they had exceeded 800€. It proves that people are, sometimes, ready to spend an important amount of money without thinking a lot about it.

The difference in age is to consider: 4 out of 10 people over the age of 65 say they have never committed an impulsive purchase, whereas only 1 in 10 people aged between 18 and 29 could say the same.

As surprising as it may sound, the standard of living has no influence on impulse buying. High or low level of education, poor or rich, urban or not: impulse purchases affect everyone.

It is also important to point out that with the advance of e-commerce, impulse purchases are increasing.

In some sectors, this consumption would represent up to 80% of turnover. At the time of purchase, impulsive purchases make us forget the possible inconveniences of this acquisition. The purchase is therefore motivated by emotions. Impulsive consumption is influenced by many different factors, such as the physical environment (POS, website), social environment (presence of others), frequency of purchase, purchase (for yourself, a gift, ...) as well as other more general elements such as the purchaser's mood or his state of health. Merchandising also plays an important role in impulse buying.

⁸ <http://www.e-marketing.fr/Thematique/retail-1095/Breves/decisions-achats-prennent-encore-magasin-185629.htm>

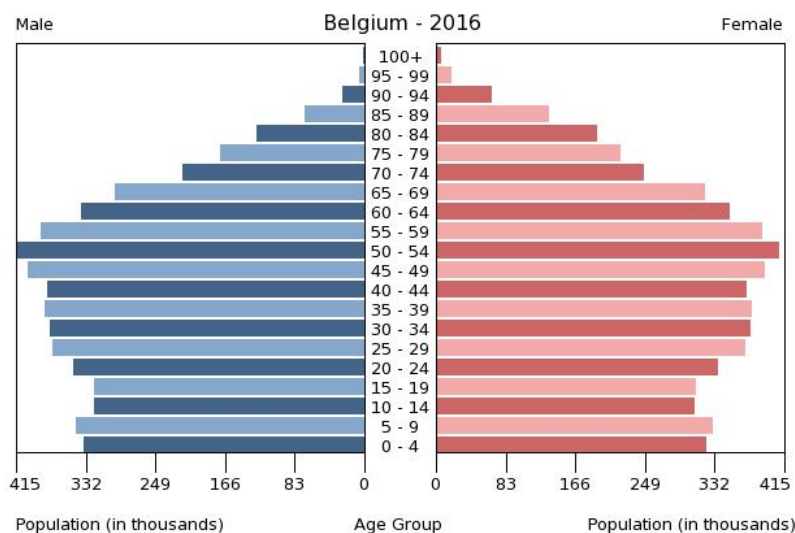
⁹ <https://www.constantin.fr/Infos-Merch/76-des-decisions-d-achat-sont-prises-en-magasin>

PESTEL Analysis: Macro environment

Demographic environment

Franklin's target group represents women between 25 and 45 years old who follow an urban and active life.

In Belgium, in 2017, the population amounted to 11.5 million citizens with 49% of men and 51% of women¹⁰. Since the part of women in the Belgian population is higher than men, it increases sales possibilities for the Franklin company. Furthermore, in 2016 in Belgium, the number of women between 25 and 45 years old was up to 1.3 million¹¹.



Economic environment

Since 2014, the medium salary of a Belgian employee has increased by 4.3% and the medium gross salary represent 3,400€¹². Additionally, in 2016, a Belgian citizen spent approximately 250€ for 9L of ice cream, which represents 125 ice cream scoops, knowing that the average price of an ice cream scoop is of 2€¹³.

¹⁰ <http://countrymeters.info/en/Belgium>

¹¹ <https://www.cia.gov/library/publications/the-world-factbook/geos/be.html>

¹² <http://www.lalibre.be/economie/conjoncture/le-salaire-moyen-brut-du-travailleur-belge-en-hausse-a-3-401-euros-591be2f2cd702b5f9e4cf5>

¹³ <http://bassenge.blogs.sudinfo.be/archive/2016/07/25/l-enquete-du-lundi-une-glace-a-tout-prix-de-1-a-2-euros-la-b-196082.html>

Franklin's ice cream cups of 100ml cost approximately 2.50€, therefore, the increase of Belgian gross salary and Belgian expenses for ice creams represent great opportunities for the company.

Recently, a trend considered as a "disorder" has been detected in Belgium related to impulsive consumption. In fact, these non-intentional and unscheduled expenses refer to a will of customers to "immediately satisfy their needs"¹⁴.

Since Franklin offers 100ml ice cream cups, this category of products can be linked to an impulsive purchase of the customer. Therefore, the increasing impulse purchases of Belgian consumers turns out to be an opportunity for Franklin.

Natural environment

In Belgium, because of the high demand for fresh and local products, Belgian farmers must face major orders¹⁵. In fact, consumers are increasingly inclined to buy products from which they know the source and give a lot of importance to the freshness of food.

However, the irregularity of seasons as well as the lack of water and heat have an impact on the process of agriculture¹⁶.

Franklin's ice creams basic ingredients are milk and eggs, therefore this threat regarding the natural environment must be taken into consideration.

Technologic environment

The biggest issue regarding the technologic environment for Franklin's company is the storage and conservation of its ice creams because the cool chain mustn't be interrupted, therefore Franklin must respect the AFSCA legislation. In fact, temperature must be maintained to -18°C and during the transport a tolerance of 3°C is granted. Ice creams can be conserved until 1 month or until the expiry date¹⁷

Political and legal environment

The AFSCA is an organisation which exists at a European level and its role is to control the security of the food chain as well as its quality, from the producer until the consumer

¹⁴ https://www.rtb.be/info/societe/onpdp/detail_l-oniomanie-le-vrai-nom-du-trouble-de-l-achat-compulsif?id=9396112

¹⁵ <http://webershandwick.be/wp-content/uploads/2017/03/2017-Tendances-Alimentaires-en-Belgique.pdf>

¹⁶ <http://www.cirad.fr/nos-recherches/themes-de-recherche/changement-climatique-et-agriculture/contexte-et-enjeux>

¹⁷ <http://www.afsca.be/nosaliments/cremeglacee/quiveut/>

Indeed, as said in the previous paragraph, the AFSCA controls the transport and the conservation of Franklin's products (AFSCA, 2015).

On the other hand, according to the "Arrêté Royal du 13 Septembre 1999" (*Economie*, 2013) related to the labelling of the packaged food, there is a list of information which needs to appear on the packaging (ingredients and their quantity, expiry date, origin, conservation etc.). Franklin needs as a matter of fact to respect these legislations.

Socio-cultural environment

- Pop Corn Trends

Premium trend

Consumers are increasingly looking for fresh, local and quality products, even though they must spend more money to buy it. The premium trend represents products with specific packaging, refined ingredients at a higher price than competition.

Franklin's ice creams are considered as premium products since they are sold in high-end distributors (such as Deli Traiteur or Rob Market), their price is higher than competition and contain local ingredients and refined recipes.

Permaform trend

Actual Belgian consumers are eager to follow a life of quality and concern themselves of the origin and composition of its products. Labels on the packaging are very important for consumers because it allows them to have further information regarding the offered product. Franklin respects its customers' expectations by offering them healthy, fresh and quality ice creams, as well as labelling their packaging with the benefits and ingredients their products contain.

- Health

Intolerance to gluten

One Belgian out of a 100 would suffer from an intolerance to gluten, but only 10% diagnosed with this illness¹⁸. However, Franklin managed to produce most of its ice creams without

¹⁸ <http://www.lalibre.be/actu/sciences-sante/un-belge-sur-100-souffrirait-d-une-intolerance-au-gluten-537381b93570102383c7bec6>

gluten (except for the Kriek sorbet and the Speculoos Ice Cream), in order to avoid any complaints from associations of consumers in Belgium.

Intolerance to lactose

20% of the Belgian population is intolerant to lactose which is naturally present into every milk of animal origin (cow milk contains 40 to 50g of lactose) and can provoke problems of digestion¹⁹. Since Franklin's ice creams are produced with animal origin milk, the company doesn't cover this type of the Belgian population.

Diabetes

According to 2016's statistics, the proportion of citizens with diabetes represented 5% of the population, which is less than the European average²⁰. Franklin already planned a solution in order to satisfy this type of consumers since the company is certified by the Belgian Association of Diabetes²¹(In fact, Franklin's ice creams are 2 to 3 times less caloric than traditional ice creams on the market).

¹⁹ <http://www.dilea.be/en-savoir-plus-sur-le-lactose/lactose-mauvaise-digestion-20-de-population-concernee/>

²⁰ https://www.parlement-wallonie.be/pwpages?p=interp-questions-voir&type=all&id_doc=71481

²¹ https://www.rtbef.be/info/societe/onpdp/on-a-teste/detail_les-glaces-franklin-ont-rafraichi-les-pigeons?id=9318831

STEP 2: Field research

Research Questionnaire

The general formulation of the objective of the Research Questionnaire (cf. *annex 1*) was the following one: “Discover the profile of the Franklin potential customer and learn if he is eager to eat healthy ice creams (included or not in a menu as a desert) in small restorations such as Exki or Pain Quotidien”. The research questionnaire, which was carried out throughout Belgium, helped us understand the behaviour of your potential customers regarding their ice cream consumption, as well as the distribution selling points where they buy impulsively or eat quickly on a daily basis.

Furthermore, we were able to discover if these potential consumers are following a healthy lifestyle and are ready to buy more expensive products for a better quality, as well as which communication tools they are more sensitive to.

After having encoded the results of our Research Questionnaire, our agency sorted the most relevant information which led us to find out the characteristics of your target group in terms of his socio demographic indications, his consumption and daily behaviour regarding the types of POS and restaurants he usually goes to. We were also able, thanks to various sorts, to understand the best way for you to position yourself on the impulse market as well as to your customers, using the most accurate communication tools.

The most relevant information which helped us determine your communication target groups is the following one: Your potential communication target group are men and women eating outside of home during lunch break 2 to 4 times a week in fast “casual food chains” such as Exki and are mostly aged between 30 and 45 years old. They enjoy eating a dessert even if they follow a healthy lifestyle and care about the origin of the products they buy. Regarding their behaviours towards communication tools, they often use social medias and are sensitive to sales promotions.

Furthermore, we have collected information in order to define your B2C and B2B positioning: your awareness is low among Belgian customers; therefore, your brand needs to increase it thanks to adequate communication tools. According to the B2B positioning, we have noticed that the respondents find very similar values between Franklin and Exki, therefore, the ice cream brand need to bring forward its differential advantages and values to your future partner.

Target groups and Positioning

Target Group B2C

Thanks to the analysis of a DESK research, as well as various studies such as qualitative and quantitative research, we are now able to formulate the characteristics of your communication target group:

Men and women who live in Belgium, between 30 and 45 years old who are active and urban and follow a daily healthy lifestyle. They work 5 days a week and enjoy eating in fast casual fast foods during lunchtime (alone or with their colleagues) and may have young children.

Even though they usually don't have a lot of time during the week to eat a proper meal, they still manage to eat fast healthy food in food chains which respect the environment as well as demonstrate a total transparency regarding the local aspect and origins of their products. The healthy lifestyle the target group follows doesn't prevent them from having a sweet tooth and enjoying a nice healthy dessert or snack during the day.



Target Group B2B: Exki

Thanks to the Research Questionnaire and the Qualitative Survey, we have noticed that among the respondents who eat outside of their house, no matter how many times per week or per month, most of them eat in fast "casual" food chains such as Exki.

Indeed, customers perfectly see Franklin's ice creams sold in Exki chains since according to them, both brands have similar values (local, healthy and premium quality)

As they are 42 Exki's in Belgium, we cannot make a partnership with all of them, especially because of the limited budget. Therefore, we have chosen 8 Exki's in order to cover the whole country, and to be present in the biggest cities such as Brussels, Leuven, Gent, Namur, Antwerp and Brugges.

According to the attendance rate, we have chosen 3 Exki in Brussels, Exki Rue Froissart, Exki Rue de la Loi and Exki Bolivar. In Antwerp, we have chosen Exki Keyserlei and as Exki has only one store in Leuven, Namur and Bruges we took these ones,



which indeed have a high attendance rate, according to Google Affluence.²²

Therefore, your B2B target group are all the managers of the Exki stores we have chosen to make the partnership with.

Positioning of Franklin B2C

Your brand positions itself towards customers as a 100% Belgian brand, offering sweet and refreshing ice creams with natural and local ingredients. Since its products contain 0% of sugar, the brand targets customers who are following a healthy lifestyle and care about the origin of the products they buy.

Therefore, the formulation of your B2C positioning is the following one: “Franklin is a 100% local and authentic brand, offering refreshing and healthy ice creams with original and natural ingredients. Franklin responds to the needs of the customers who are respecting a daily healthy eating lifestyle, while still enjoying a sweet snack or desert”.

Positioning of Franklin B2B: Exki

We have chosen as your partner Exki since you both have the same values and share some of their differential advantages. Moreover, the customers we have surveyed imagine your ice creams sold in Exki because both brands respond to healthy customer’s needs.

The formulation of your B2B positioning is the following one: “Franklin positions itself toward Exki as a brand which reflects the same values and core advantages as its future partner is local, healthy and have a premium brand image. The customers of both brands share the same desires and profiles, they are active and pay attention to their health”.

²² <https://support.google.com/business/answer/6263531?hl=fr>

SWOT Analysis

The SWOT hereunder incorporates the micro and macro environment of your brand as well as of some relevant information which needed to be taken into account in order to justify the partnership with Exki:

STRENGTHS	INTERPRETATION
<p style="text-align: center;"><u>PRODUCT</u></p> <ul style="list-style-type: none"> ○ Product quality (local & authentic) ○ Distinction (100% Belgian, healthy) ○ Innovative taste ○ Same values as Exki (healthy, good quality, ...) <p style="text-align: center;"><u>PRICE</u></p> <ul style="list-style-type: none"> ○ Best quality price report <p style="text-align: center;"><u>PLACE</u></p> <ul style="list-style-type: none"> ○ Short type distribution channel ○ Same target as Exki <p style="text-align: center;"><u>PROMOTION</u></p> <ul style="list-style-type: none"> ○ Follows market trends (Permaform + Premium) and health issues (Gluten + Diabetes) ○ Website 	<p style="text-align: center;"><u>PRODUCT</u></p> <p>Consumers are increasingly interested in local products. The tastes Franklin offers are inspired by Belgian products such as chocolate or cuberdon. Franklin responds to this consumer need (local and authentic aspect).</p> <p style="text-align: center;"><u>PRICE</u></p> <p>The price of Franklin ice is not higher than those of competitors</p> <p style="text-align: center;"><u>PLACE</u></p> <p>For the consumer, working in short circuit is a guarantee of quality</p> <p style="text-align: center;"><u>PROMOTION</u></p> <p>Consumers are also interested in Permaform products and good for health. Franklin's added sugar-free ice cream shares these values. Franklin already has a design and ergonomic website</p>

WEAKENESS	INTERPRETATION
<p style="text-align: center;"><u>PRODUCT</u></p> <ul style="list-style-type: none"> ○ Franklin doesn't propose lactose free ice creams <p style="text-align: center;"><u>PRICE</u></p> <ul style="list-style-type: none"> ○ The product is sold at expensive distributors <p style="text-align: center;"><u>PLACE</u></p> <ul style="list-style-type: none"> ○ Not present in many different distributors <p style="text-align: center;"><u>PROMOTION</u></p> <ul style="list-style-type: none"> ○ Law awareness ○ Little capital ○ Low brand image 	<p style="text-align: center;"><u>PRODUCT</u></p> <p style="text-align: center;">A lot of consumers nowadays are developing an intolerance to lactose, which stops them from eating dairy products</p> <p style="text-align: center;"><u>PRICE</u></p> <p style="text-align: center;">Customers who go grocery shopping in less expensive distributors won't find Franklin products.</p> <p style="text-align: center;"><u>PLACE</u></p> <p style="text-align: center;">Franklin is not present in a lot of different distributors, he does not own a shop or a traveling glacier</p> <p style="text-align: center;"><u>PROMOTION</u></p> <p style="text-align: center;">Franklin is less known than most of his competitors, it has a smaller capital to promote his business</p>

OPPORTUNITES	INTERPRETATION
<p><u>Economic environment :</u></p> <ul style="list-style-type: none"> ○ Consumers buy impulsively, increase of salary, high ice cream consumption ○ More than 35 Exki in Belgique <p><u>Socio cultural environment :</u></p> <ul style="list-style-type: none"> ○ Seasonal consumption, impulse market, healthy trend, local and authentic products ○ Exki already has a great awareness in Belgium ○ Exki still doesn't sell ice cream 	<p>Ice consumption is related to the weather. It is therefore better to promote ice cream in summer. Impulsive consumption represents a large part of Exki's turnover, for example. Healthy and local consumption trends are increasing.</p>

TRHEATS	INTERPRETATION
<p><u>Natural environment :</u></p> <ul style="list-style-type: none"> ○ Irregularity of seasons <p><u>Technological + Political environment :</u></p> <ul style="list-style-type: none"> ○ AFSCA and labelling <p><u>Socio cultural environment :</u></p> <ul style="list-style-type: none"> ○ Health of customers, high competition 	<p>The ice cream market is already represented by many other brands (Just Ice, Van Gils, Magnum, Häagen Dazs, ..). All these brands already have a strong image that consumers know. It will therefore be necessary to find the right positioning to increase our notoriety. Franklin already has the recommendations of the Diabetes League in Belgium, it is possible to have a label for example.</p>

STEP 3: Communication Plan

The data we have collected thanks to the various studies we have elaborated, as well as their analysis helped us imagine a communication plan in order for your brand to introduce your ice creams on the impulse market, but more specifically in 8 different Exki throughout Belgium. Thanks to Google Affluence we were able to choose the most adequate Exki in which there is a lot of affluence during lunch time: 3 Exki in Brussels (Exki Rue Froissart, Exki rue de la Loi and Exki Bolivar) one in Antwerp (Exki Keyserlei) and one Exki store in each of the following cities: Leuven, Namur and Bruges.

The communication tools we propose are relevant according to our B2C and B2B target groups and will increase your awareness as well as lead the customers in the Exki stores in which the ice creams will be sold.

B2B Communication Tools: Exki

Mailing

Informative booklets and a proposition of partnership will be sent by mail to the 8 managers of the Exki we have chosen for Franklin to work with. The Exki managers will find information about your brand, as well as its differential advantages and the values shared with the food chains. We suggest that you put forward your interests in working with Exki, pointing out the fact that introducing your ice creams in this particular food chain will lead to competitive benefits for both brands and successful results.

We imagined paper booklets sent by mail in order for the Exki managers to receive a personalized message and will more likely read it, unlike emails which are often ignored.

Calendar

February 2018

Budget

Printing of 10 booklets: **38,02€**²³

Delivery BPOST: 2,37 x 8 = **18,96€**²⁴

TOTAL = 56,98€

²³ <https://fr.onlineprinters.be/p/brochures-reliure-en-spirale-dl>

²⁴ <http://www.bpost.be/site/fr/envoyer/consultez-nos-tarifs-residentiels>

Fridge: trade promotion tool for the retailer

Justification

In order to motivate Exki partnering with your brand, the ice creams' insertion into their restaurants has to be free of charge.

Development of the communication tool

We suggest you to introduce 5 different flavors which will be Speculoos, Kriek, Strawberry, Vanilla and Chocolate as we know these are preferred flavors of the customers according to the quantitative research. For 8 ice creams pots of each on shelf at a time, the appropriate capacity is a 20L freezer with adjustable shelves.

After many research and supplier's comparisons, we found a small display glass door freezer with temperatures from -15°C up to -18°C, and a unit size of 380x438x520mm.



This height gives the possibility to place 3 different adjustable shelves to make 4 stages of 10cm each, which suits perfectly with the 100ml Franklin's pots. It is also possible to keep a unique shelf and to mix 2 flavors per stage.

It is sold by the world's largest online retailer Alibaba, where it is up to you to make an offer per unit price and to negotiate with the supplier. As the majority of small-size freezers we found cost about 160€, we recommend you to offer 100€ per unit (8 units), in order to compensate the shipping fees from Shanghai. You also have the possibility to require a customization of your purchase. Here is an example from Alibaba's website.



For the freezers' customization however, we prefer entrusting the mission to a Belgian company, Speed2print²⁵, which offers its reliable services online. The vinyl stickers are made in Belgium, delivery is free, and they reprint it if you are not satisfied. The minimal quantity orderable is 50 (8 fridges x 3 sides/fridge = 24), you chose the size (here 210x297mm), glossy or matte, and the special cut you need. You receive your order in 3 days only.



Calendar

In the booklets that you will send to the managers of Exki, we suggest that you include the offer of your trade promotion at the same time, which will take place in February 2018.

Budget

It comes to **85€** for a regular rectangle and **118€** with a special cut.

The total budget dedicated to the freezers then comes to **885€** (+shipping fees) if we consider the best scenario with the supplier, and could rise until **1500€** (shipping included).

B2C Communication tools

Coupons

Justification:

The second step of our communication plan is to distribute coupons in the companies which are situated in the geographical areas of the Exki we have chosen as our B2B target group. The employees who work near an Exki selling point, indeed represent our target group because they are likely to go eat there during lunch break or take away. Furthermore, we have imagined this communication tool because we have noticed that the eight Exki we have chosen are very affluent during lunch time, mostly by workers.

²⁵ https://www.speed2print.com/vinyle-autocollant/?utm_source=bing&utm_campaign=Vinyle&utm_medium=cpc

Finally, thanks to the analysis of our quantitative research, we have discovered that our target group is sensitive to paper coupons, since it allows them to have a direct reduction at the checkout.

Development of the communication tool:

The coupons will be delivered by BPOST in 6 different companies which are situated in each geographical area of the Exki we have chosen. Since we have determined 8 Exki as our B2B target group, throughout 6 different cities in Belgium, the coupons will have to be delivered in 48 distinct companies. (*Calculation of the number of companies: $8 \times 6 = 48$*).

Once they are delivered, the coupons will be placed at the reception desk of the company in plastic brochure racks, so that the coupons remain visible and brought to light. If we consider that companies do not own plastic brochure racks, the pessimistic budget for the racks represents an amount of 336€ (*Calculation of the pessimistic budget: $7 \times 48 = 336$* €).

The coupons, which will have the shape of an ice cream pot, will have two facets: on the verso will appear the logo of Franklin and on the back, there will be the logo of Exki as well as a barcode (to calculate the ROI), with the following sentence (in French or Dutch): “Enjoy a nice lunch break with your colleagues in your nearest Exki restaurant and receive for an extra 1€ a Franklin ice cream of your choice”.

100 coupons will be delivered in each company, which amounts to a total of 4800 coupons which need to be printed and personalized. For the printing of 5000 coupons, the budget represents a total of 336€ (*Calculation of the printing of coupons: $7 \times 48 = 336$* €).



In order to allow customers to receive an ice cream pot for an extra euro at the Exki checkpoint, you will have to lower the purchase price so that Exki can be able to promote the ice creams and still make profit. However, when it comes to the loss you will make by selling your ice creams at one euro, you will be able to know thanks to the **ROI, calculated with the barcodes on the coupons**, how many people have been interested in buying the ice creams and increase your sales in the future.

Calendar

The coupons will be delivered in the 48 companies from the 15th of May to the 15th of June 2018 and the employees will be able to benefit from the offer during a whole month. After this period, even if there are still coupons left in the companies, they will be removed and not valid anymore.

Budget: 399 € or 735€

- Printing of 5000 flyers → **63€**²⁶
- Delivery by BPOST in 48 companies:
6 companies in 8 geographical areas → $7 \times 48 =$ **336€**²⁷

Optimistic budget: 399€

- 48 plastic brochure racks: $7 \times 48 =$ **336€**²⁸

Pessimistic budget: 735€

Posters

Justification

In 8 point of sales there will be 2 posters to show the customers there is a new product introduced at EXKI. The posters will explain that if the customers buy any Exki product (for example a sandwich or a salad), they can get a Franklin ice cream as a dessert for an additional 1€. The posters allow customers, who don't work in the companies in which the coupons will be given, to also benefit from the offer.

²⁶ <https://www.copysim.be/impression-flyers.html>

²⁷ <http://www.bpost.be/site/fr/envoyer/consultez-nos-tarifs-residentiels>

²⁸ <https://fr.retif.be/porte-brochure-de-comptoir-a5-2-compartiments.html#>

With this method people are going to discover that there is a new product at Exki and some curious customers will want try it. Some of them will also probably buy the Franklin ice-cream in the future, at its full price if they have appreciated its taste and its authenticity.

Development of the communication tool

The posters will be delivered by BPOST in all the EXKI restaurants who sales your ice-creams. Once they are delivered, the managers of the point of sales are going to hang the posters in the most adequate place in order for them to be visible by the customers. The cost to print 16 A1 posters is 39€ and the delivery of the 2 posters per Exki store costs 40€.

The posters will be very clear and easy to understand. Thanks to big and appealing images, customers will understand that for an additional 1€ to their meal they will receive a Franklin ice cream pot as a dessert. It will be easy to calculate the return on Investment at the cash desk because every person who is going to buy an Exki meal as well as a Franklin ice-cream without a coupon will be considered as « someone who saw the poster ».



Calendar

The posters will be delivered in the 8 point of sales on the 10th of April. The manager will have to hang them on the 15th of April until the 15th of May.

Budget: 79€

- Printing of 16 A1 posters → 39€ (2,45€ per poster)²⁹
- Delivery in the 8 point of sales → 40€ (5€ per BPOST delivery)³⁰

²⁹ <https://fr.onlineprinters.be>

³⁰ <http://www.bpost.be/fr/home>

Sampling

Justification

In order to introduce Franklin Ice Creams to the customers, a sampling action will take place. These actions will target people who work, live or pass nearby the sampling action.

Therefore, we needed to consider the schedule of each Exki as well as the attendance rate to choose the perfect timing.³¹

That's why we have chosen 3 Exki in Brussels, Exki Rue Froissart, Exki rue de la Loi and Exki Bolivar. In Antwerp we have chosen Exki Keyserlei and as Exki have only one store in Leuven, Namur and Bruges, we took these ones as well.

Development of the communication tool

The sampling action will be hold near the chosen Exki's we will work with. In the sampling chariot, we can put 5 different flavors which will be Speculoos, Kriek, Strawberry, Vanilla and Chocolate as we know these are preferred flavors of the customers according to the quantitative research.

The sampling will take place in front of the 8 Exki's to attract customers who pass by, so they can taste a Franklin Ice cream.

Students will be employed to manage the sampling action, they will wear an apron with the logo of Franklin and Exki.

For the sampling, we will use an Ice cream chariot which will presented in a setting that features the brand colors.



Calendar

The sampling action will start in 15th April until the 30th April, there will be 2 dates of sampling for each Exki store.

Budget

Ice cream chariot = 140,00€ HTVA/day * 16 = **2.240,00€ HTVA**³²

Hostess = 15€/H * 8h * 16 = **1.920,00€**

Apron = 10€/pc * 8 = **80,00€**³³

TOTAL = 4.240,00 €

³¹ <https://support.google.com/business/answer/6263531?hl=fr>

³² <http://www.banquetslocations.be/fr-pg21,cat1294-banquets-locations,charette-yy-glace-260l-6gn-1-3---ry-serve.html#prettyPhoto>

³³ <https://www.spreadshirt.be/personnaliser-soi-meme?productType=141&appearance=22>

Contest on Facebook

Justification

We will use a contest as a communication tool. For, among other things, increase brand awareness on social networks. Thanks to this contest, we want to target young employees who spend their lunch time outside their workplaces. The main goal is to encourage them to eat at Exki and as a bonus to make them known and offer Franklin ice cream (in order to retain them). People will be informed of the contest also via the social network Facebook, because we know thanks to our quantitative study that employees often use this platform.

Development of the communication tool

The rules of the contest are very simple, and everything takes place on social networks (the most adequate according to our quantitative study): it is necessary that one of the people posts on his Facebook wall a picture of his group of friends or colleagues (by identifying each person and adding the #Exki #Franklin specific to the contest). We will highlight the importance of the originality of the photo so that it will be even more effective.

Each week, when the contest takes place, there will be a draw and one of the photos posted (or more, depending on the number of participants) will be designated as winner. The winner may vary according to the number of "likes", the number of "shares" or simply be random. Everyone on the photo will enjoy a free meal at their favorite Exki (a dish, a drink and a Franklin ice cream) that they can enjoy on a day they will choose (during the week on which they have won). For this contest, all the restaurants of the brand will participate so that the winners can choose in which they want to go.

Calendar

That contest will take place during the month of June and there will be a winner every week.

Budget

After a simulation using the tool " Facebook Ad" (which allows us to choose a target, a geographical area and also the interests of the internet users) we concluded that the campaign of the contest will cost around **100€** for the full month.

Search Engine Marketing

Justification

After having analysed your website as well as the key words which were repeated on the several pages of the website, we have noticed that some important key words were not present enough. Moreover, after having entered the name of your brand on Google, we discovered that it doesn't appear on top of the search engine, apart if the name Franklin is followed by "ice cream", for example.

Hereunder are two charts listing the most ideal key words for an ice cream brand, found thanks to Google AdWords, in order for you to increase your awareness on the internet by improving your search engine optimization (SEO).

Keywords in French, English and Dutch:

Keywords	Number of searches per month	Franklin SEO position (SEA)	Häagen Dazs	Magnum	Ijsboerke	Ben & Jerry's
Glace artisanale	1000	20+ (No)	20+ (No)	20+ (No)	20+ (No)	20+ (No)
Glace belge	50	2 ^{ième} (No)	20+ (No)	20+ (No)	1 ^{ier} (No)	20+ (No)
Glace sans sucre	880	5 ^{ième} (No)	20+ (No)	20+ (No)	20+ (No)	20+ (No)
Glace chocolat	1900	20+ (No)	20+ (No)	20+ (No)	20+ (No)	20+ (No)
Glace Speculoos	880	20+ (No)	20+ (No)	20+ (No)	20+ (No)	20+ (No)
Glace cuberdon	40	8 ^{ième} (No)	20+ (No)	20+ (No)	20+ (No)	20+ (No)
Frozen yogourt	368000	20+ (No)	20+ (No)	20+ (No)	20+ (No)	20+ (No)

Keywords	Number of searches per month	Franklin SEO position (SEA)	Häagen Dazs	Magnum	Ijsboerke	Ben & Jerry's
Ambachtelijk ijs	170	20+ (No)	20+ (No)	20+ (No)	20+ (No)	20+ (No)
Artisanal ice cream	1900	20+ (No)	20+ (No)	20+ (No)	20+ (No)	20+ (No)
Sugarfree ice cream	27100	20+ (No)	20+ (No)	20+ (No)	20+ (No)	20+ (No)
Suikervrij ijs	720	20+ (No)	20+ (No)	20+ (No)	20+ (No)	20+ (No)
Chocolade-ijs	880	20+ (No)	20+ (No)	20+ (No)	20+ (No)	20+ (No)
Chocolate ice cream	40500	20+ (No)	20+ (No)	20+ (No)	20+ (No)	20+ (No)
Belgian ice cream	720	20+ (No)	20+ (No)	20+ (No)	20+ (No)	20+ (No)

As you may have noticed, the selected keywords are not used by your competition, moreover we also see that the 3 most used keywords by the web surfers in French are «glace artisanale», «glace sans sucre» and «glace chocolat ».

In addition, no competitor uses SEA on these keywords and the highest words typed regarding ice creams are written in English in Google.

In order to optimize your SEO, it is advisable to reinforce SEO and SEA. In SEO, it is necessary to create new pages to the themes of the key words sectioned. For example, the your website should include a "glace artisanale" and "glace sans sucre" page that should discuss these topics in its content. Each page must also be translated into Dutch and English because the demand is higher in these languages. In the web pages, the chosen keyword must appear in the <title>, <meta>, <h1> tags as well as in the paragraphs of the page.

In SEA, with a budget of 20€ per day on the chosen keywords, Google Adwords estimates the number of daily clicks at 22 for about 1000 impressions.

Calendar

The SEO can be optimized all year long, but it is preferable to start as soon as the communication plan is introduced, therefore in February 2018.

Budget

- Creating pages: **400€**³⁴
- SEA per month: **600€**³⁵

TOTAL= 1000€

³⁴ Codeur.com

³⁵ adwords.google.com

Calendar

2018	February	March
Mailing		
Trade promotion tool		
Coupons		
Posters		
Sampling		
Contest		
SEM		

2018	April	May	June
Mailing			
Trade promotion tool			
Coupons			
Posters			
Sampling			
Contest			
SEM			

Budget

Communication tools	Budget
Mailing	57€
Fridge	1500€
Coupons	399€ or 735€
Posters	79€
Sampling	4240€
Contest on Facebook	100€
SEM	1000€
TOTAL	Optimistic: 7.375€ Pessimistic: 8.110€ With Agency fee: 11.375€

Measuring the success

We will be able to measure the success of the **coupons** thanks to the number of barcodes scanned in the Exki stores in which the promotion is offered. We can estimate that among each company, approximately 30 employees will use the coupon which will lead them to the nearest Exki to enjoy a meal as well as a Franklin ice cream for an addition 1€. Therefore, since the coupons will be proposed in 6 different companies in 8 geographical areas near the Exki we have chosen, there will be an estimated number of 1440 scanned barcodes spread throughout the 8 Exki in Belgium during a month.

Since the coupons promotion tool is linked to the **posters** hung in the Exki stores, it will be easy to calculate the return on Investment at the cash desk because every person who is going to buy an Exki meal as well as a Franklin ice-cream without a coupon will be considered as « someone who saw the poster ».

Regarding the measure of the **sampling**, it is difficult to estimate an exact number of people who will receive a Franklin Ice cream sample, however since the Exki we have chosen are very affluent during lunch time, the number of potential customers, tasting the products, can be very large.

Thanks to the results we have collected with the simulation of Facebook Ad, targeting people between 30 and 45 years old according to their interests (likes on other Facebook pages), we were able to estimate an audience for the **contest** of 150.000 people in June 2018 with a daily reach between 2000 and 4000 users.

Finally, thanks to the additional e-communicational tool regarding the optimization of your website, you will be able to measure the number of people clicking on your website thanks to **SEA**, because if you pay 20€ per day Google Adwords estimates the number of daily clicks at 22 for about 1000 impressions.

Recommendation

According to the various studies we noticed that there were some points to adapt. In fact, the “no sugar added” logo and the “no gluten” logo should be more highlighted, as it is an important element for the customers it must be one of the first things they see.

In addition, we recommend you to think about making lactose free ice creams, nowadays, more and more people are intolerant to lactose, almond milk or soya milk are the products they use as substitute.

Finally, having your own shop would be an advantage as people like to personalise their ice creams and in addition you could target another profile of customers.

Conclusion

This the achievement of our Integrated Marketing Communication plan for your brand with a budget of 20.000€ and an objective of introducing your ice creams on the impulse market. After having realized a DESK research, which helped us collect information regarding the characteristics of your environment as well as the one of the impulse market, we have carried out a large quantitative study throughout Belgium. Thanks to the analysis of these studies we managed to understand the behaviour and consumption habits of the customers regarding your brand as well as towards the impulse market. After having sorted out the most relevant information, and realizing several brainstorming we were able to imagine the most adequate communication tools towards the target group but also towards Exki, which we have chosen as the most relevant partner to sell your ice creams.

The entirety of our actions for the integrated marketing communication plan, will we hope increase the awareness of your brand and introduce successfully your products with satisfying results in the Exki stores.

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Communication Plan

B2C Communication tools

Trade promotion tool

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Coupons and Posters

Printing

<https://www.copysim.be/impression-flyers.html>

Delivery

<http://www.bpost.be/site/fr/envoyer/consultez-nos-tarifs-residentiels>

Brochure rack

<https://fr.retif.be/porte-brochure-de-comptoir-a5-2-compartiments.html#>

Sampling

Chariot rental

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Hostess' outfit

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SEO and SEA

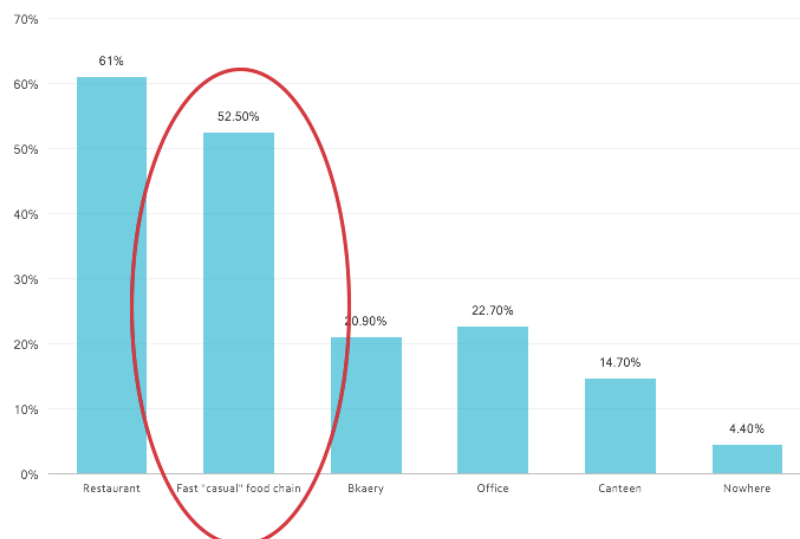
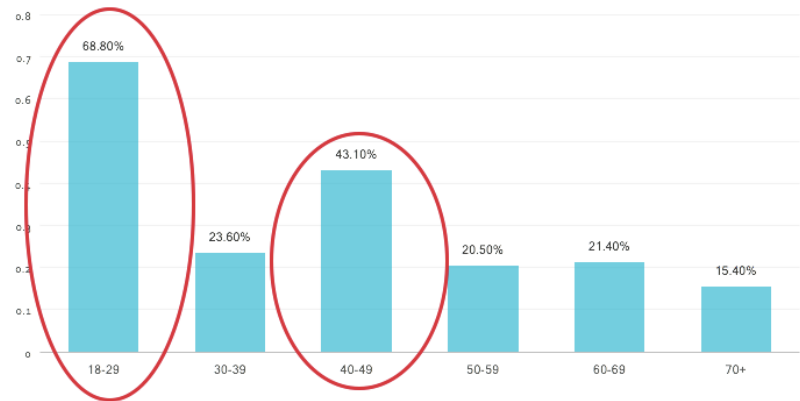
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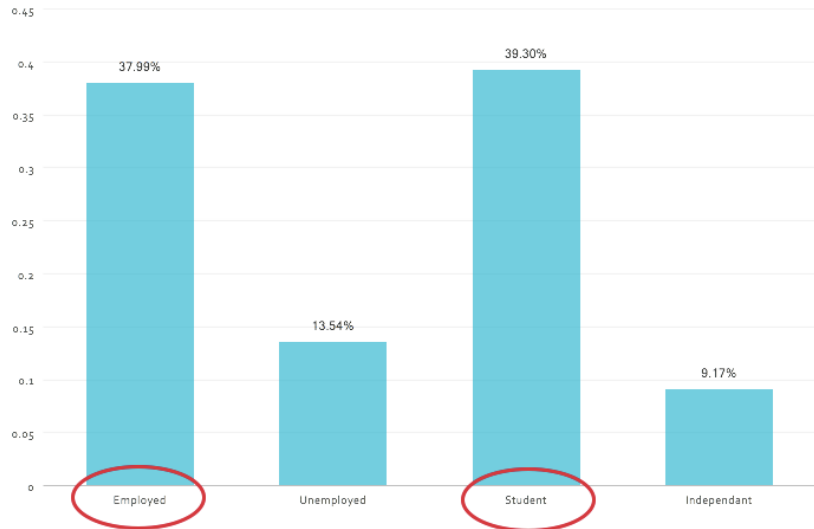
Annex 1

Annex 2

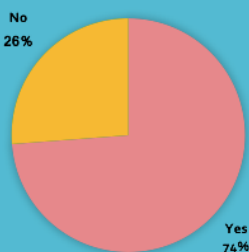
Sorting: Target Group



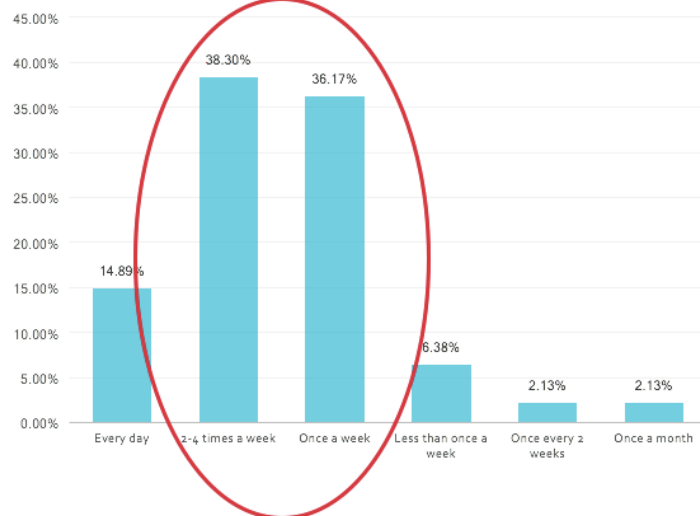
Presence in fast "casual" food chains according to the **status**



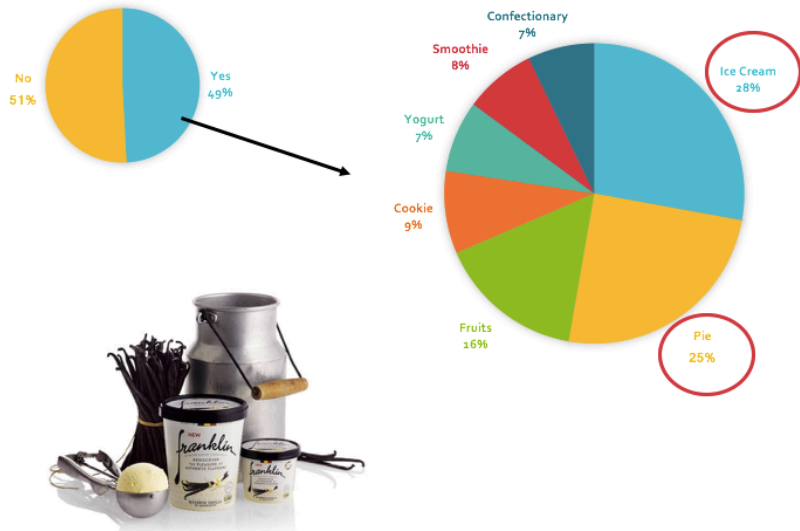
Proportion of people eating desserts



If you eat 2 to 4 times a week outside, on how many occasions do you eat dessert?



Among people who eat healthily, what do they eat as a dessert?



Sorting: Positioning & Communication Tools

Notoriety of Franklin and its competitors

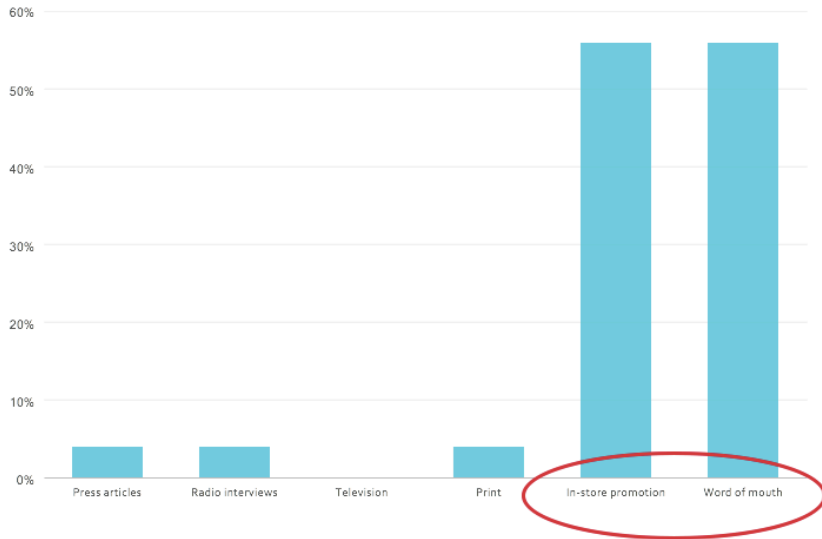


Do you know the brand Franklin?

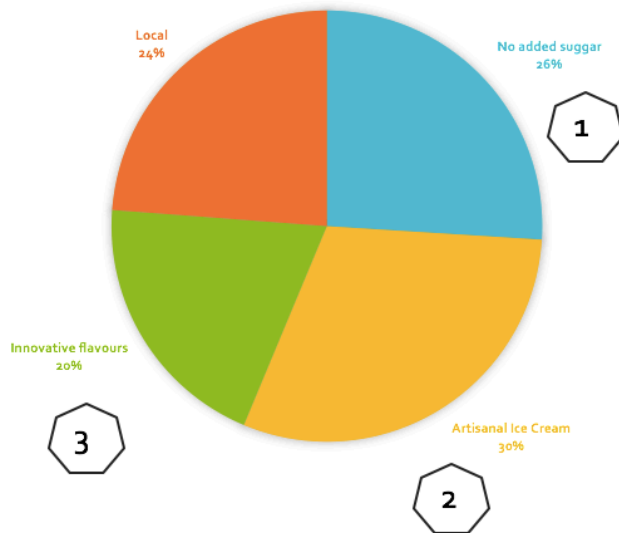


How do people
got to know
about Franklin?

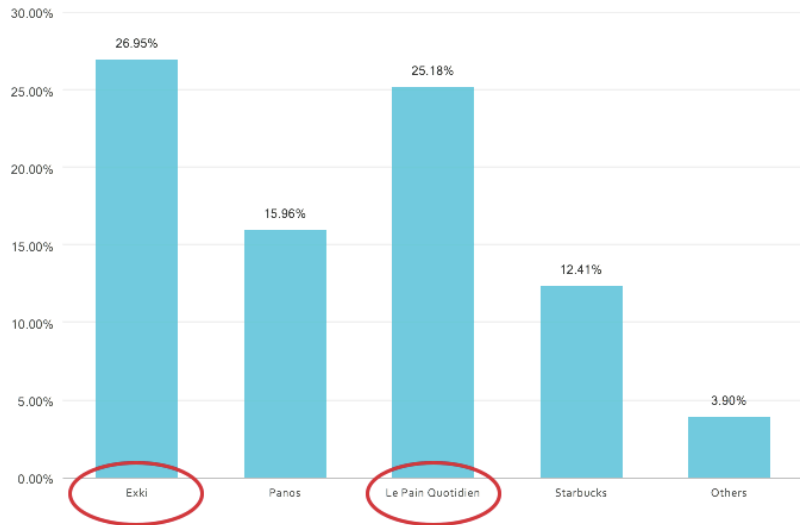
ng desserts



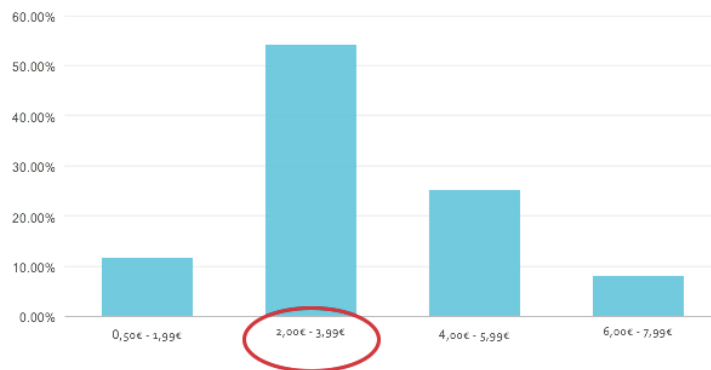
Most attractive
differential
advantages of
Franklin's ice
creams



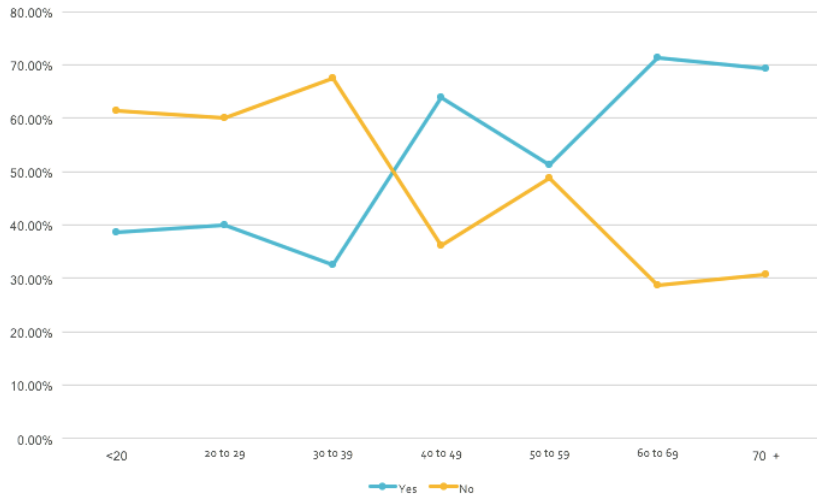
Among people who eat outside: where would they eat Franklin's ice creams?



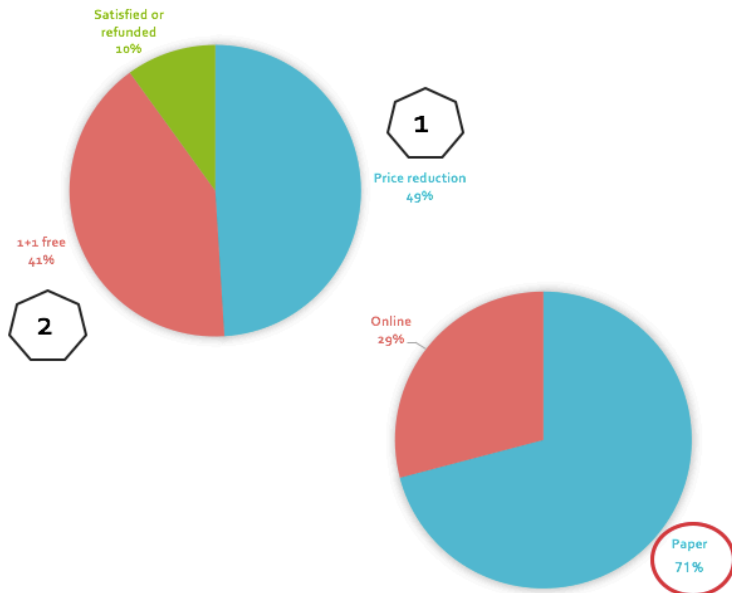
What price would the customers pay for a 100ml Franklin ice cream?



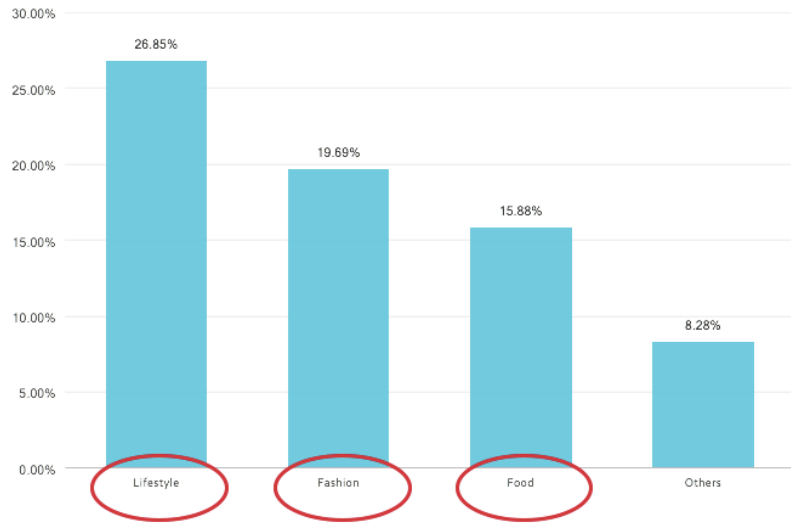
Use of coupons according to the age



Type of coupons mostly used



Magazines mostly bought



Use of social medias

