

3 Decision making to improve marketing performance

Sunny Ltd

REVISED

- a The Boston matrix analyses products according to market share and market growth. A rising star is a product that has potential for high market growth but at present has low market share. A problem child has a high market growth (which combat sports have) and low market share. (4 marks)
- b Qualitative market research might include focus groups where consumer opinions are collected. As part of the focus groups, taste tests might be undertaken. Any explanation should be set in the context of the business. Examples from the data are useful.

Level	Descriptor	Marks
3	Such answers will be well explained and applied to the context.	6–5 marks
2	Such answers will demonstrate some knowledge and application to the context.	4–3 marks
1	Such answers will demonstrate some knowledge and understanding but lack application.	2–1 marks

- c Possible drawbacks are that a limited market will miss out on other segments and may generate lower revenue and profit. Answers should develop a line of argument in the context of healthy drinks. In particular, Fight Fuel is a very niche product indeed.

Level	Descriptor	Marks
3	Such answers will demonstrate knowledge and understanding of the key issues. Lines of argument (analysis) will be developed in depth, focusing on the question set and applied to the context in detail.	9–7 marks
2	Such answers will demonstrate knowledge and understanding in attempting to answer the question set. Lines of argument are likely to be in context but lack development.	6–4 marks
1	Such answers will demonstrate a limited knowledge and understanding of the issues. Any analysis/explanation is descriptive and lacking in relevant application.	3–1 marks

- d Answers are likely to consider the extent to which Charlie and Ronald developed an integrated marketing mix and the importance of doing so.

Evidence suggests that the product was given lots of attention (it is a very niche product) and that consumers liked the taste and the packaging.

However, they had clearly done a lot of work in terms of promotion. The information refers to celebrity endorsements and magazine features. But there is an implication that they had thought less about the price (too high) and that the distribution channels (place) were too narrow.

Evaluation could either support or refute the idea that too much emphasis was put on product. The fact that they had not considered that fit people are essentially healthy may indicate that not enough consideration was given to product.

Level	Descriptor	Marks
4	Such answers will demonstrate excellent knowledge and understanding of the key issues. Lines of argument (analysis) will be well developed, in depth, focused on the question set and applied to the context in detail. Any judgements will clearly and effectively answer the question set and be fully supported by the evidence presented.	16–13 marks
3	Such answers will demonstrate knowledge and understanding of the key issues. Lines of argument (analysis) will be developed, focusing on the question set and applied to the context in question. Any judgements made will address the question set, have some balance and be supported by evidence.	12–9 marks
2	Such answers will demonstrate some knowledge and understanding in attempting to answer the question set. Lines of argument are likely to be in context but lack development. Any judgements made will have some supporting evidence but may not be fully focused on the question set and may be lacking in balance.	8–5 marks
1	Such answers will demonstrate a limited knowledge and understanding of the issues. Any analysis/explanation is descriptive and lacking in relevant application. Any judgements made are likely to be assertions with little or no supporting evidence.	4–1 marks